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ABSTRACT

In January 1973 the Broward County (Florida) Commissioners authorized a study to find out what library facilities and services existed and were needed in the county, and to develop structure and guidelines for setting up a county library system. Data were collected from existing census and other reports, from a questionnaire to community libraries in the county, and from interviews with library personnel and boards, and other community officials. The results showed that the 16 existing libraries served only 35% of the county population, and that the levels of quality, funding, and staffing were uneven. The goals established for the new county system were to give a full range of high quality service to the whole county, and to give it to all equally well. Some of the recommendations for accomplishing this were: establishment of a five-member County Library Advisory Board; a central information facility to give in-depth support to branches and bookmobiles, and to provide special services; central county purchasing; centralized technical services; increased personnel, and establishment of county library personnel classifications, salary schedules, and fringe benefits comparable to other county employees. (SL)

ED 090930

A Plan of Library Services

for

Broward County Florida

by

F. William Summers

and

James G. Williams

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
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Table of Contents

		Pages
Chapter I	The Background	1
Chapter II	Current Status of Library	13
Chapter III	Goals and Objectives	34
Chapter IV	Organizational Structure and Basic Recommendations	49
Chapter V	Summary of Recommendations	81

Appendixes

Appendix A	Questionnaire
Appendix B	Broward County, Florida-1990
Appendix C	Broward County Population by Census Tract
Appendix D	Libraries Responding to Questionnaire
Appendix E	Persons Interviewed

List of Figures

		Pages
Figure 1	Maps of Florida Counties	6
Figure 2	Population Trends, 1950-1972	7
Figure 3	Geographical Distribution of Population	8a
Figure 4	Map of Libraries in Broward County	15
Figure 5	Comparison of Library Distribution and Population Density	15a
Figure 6	Typical Library Organization Chart	15b
Figure 7	Proposed Overall Organization Chart	51
Figure 8	Broward County Library System	54
Figure 9	County Library System Organization Chart	71

Chapter I. Background

I. Introduction

The opportunity to assist in the initiation of a new, large program of library service to a well-known urban area is both an intellectual challenge and a heavy responsibility.

The authors have attempted to approach their work with openness and enthusiam. Throughout they have been impressed with the concern and candor of local librarians, trustees and public officials. Persons of conviction frequently speak bluntly and the library community of Broward County is not lacking in conviction. The task has been made more productive, though not always more comfortable, by the willingness of all concerned to engage in genuine, sometime spirited, debate of issues, alternatives and preferences.

One can not meet the librarians and board members of Broward County without being highly impressed with their commitment and spirit. This commitment has resulted in library services which are highly user oriented despite poor facilities and limited support. This spirit, if properly marshalled, can be the single most important asset of the new county-wide library service. Initiation of this service may be resented by some and perceived as a threat by others. The authors would urge upon all the view, that no library, no librarian and no library board is diminished by an effort to provide library service to all citizens. Rather, the effort put forth to date have created the opportunity for the excellence which has been sought in local situations to be pursued to the great benefit of all citizens.

A number of people have been extremely helpful in this study. Mr. Robert Kauth, County Administrator and the staff of his office have been supportive

and very helpful, especially in assisting strangers to find data and in explaining the administrative organization of Broward County. Ms. Janis Mink and the staff of the Broward County Area Planning Board have provided invaluable maps, data and projections. Mr. James Williams of the County Data Processing Department provided the authors with a useful and insightful overview of the data processing capabilities of the County. Ms. Frances Hatfield described the media services of the County School Department and Dr. Hugh Adams shared his exciting concept of the role of the community college.

Many more people gave very generously of their time and knowledge and the study is the richer for it. This study will not satisfy the preferences of everyone who contributed to it, and indeed, some may disagree strongly with the conclusions and recommendations. As with any piece of intellectual work, the authors assume responsibility for the work. Throughout we have attempted to place ourselves in the position of the citizens of Broward County and to judge all questions, options and recommendations in terms of their needs. We hope that our work will be judged in the fullness of time rather than in the concerns of the moment.

II. Purpose of the Study

This study was undertaken with the following objectives:

1) To determine the existing governance, structure, and financial support of existing independent libraries.

2) To identify needs for additional and supplemental library services on a county-wide basis.

3) To determine the physical facilities requirements for expanded and improved library services.

4) To recommend objectives and functions for additional and supplemental library services.

5) To recommend and organizational structure to guide a county-wide library system in its initial two (2) years.

6) To propose a time schedule for developing county-wide library services over a five (5) year period.

These objectives were investigated in an effort to relate them to the goals of establishing a county library system that would provide efficient, effective and quality public library service to all residents of Broward County, Florida. The level of such proposed library service to be equal to or exceed the highest level of service presently existing in the county. However, no attempt was made to place an evaluation on any individual library, but rather to evaluate all existing libraries in a county-wide context.

Since the need for a county library system had previously been established and the necessary legislation already created, there was no attempt to discover whether a county library system was justified although the authors do not question that decision. All efforts were directed towards determining how such a system could be organized and operated to bring quality library services to all residents of Broward County.

III. Methodology

The procedures utilized to collect and analyze data to meet the objectives stated above were:

1) To collect existing demographic and sociological data utilizing the 1970 census reports, reports prepared by and for the State Library, and information available in various departments of the county government, especially the Planning Department and County School System. This data was utilized to determine user characteristics, library service requirements, and potential constraints for a library system in Broward County.

2) A questionnaire was sent to all identified, existing libraries in Broward County (See Appendix A.). The data collected via the questionnaire provided data about the following aspects of current library facilities and services as well as user characteristics.

   a) Organizational structure and governance
   b) Financial support
   c) Library resources (personnel, materials, etc.)
   d) Library services
   e) Physical facilities
   f) Community characteristics
   g) User needs

This data was utilized to determine the current level of library resources and services available as well as to identify those objectives and functions in which the County Library System could be most useful in improving and expanding current levels of services and in developing new services which are presently not in existence but needed. This data also provided information necessary to design a functional organizational model that would allow independent libraries to be integrated into the county system. In addition, the questionnaire generated information that was used to project a five (5) year plan for the County Library System.

3) A series of interviews were held that included librarians, and in many cases library board members, city councilmen, and mayors of 15 of the 16 independent libraries. Dania was the only library not interviewed because of scheduling difficulties. Interviews were also held with individuals in the State Library, the Broward County School System, and various pertinent individuals in the Broward County Government. (See Appendix B for a list of those interviewed.) The interviews were valuable for completing and correcting data on the questionnaires and for obtaining data concerning physical facilities, activity level in libraries, condition of materials and equipment, and community setting. Probably the most important information derived from the interviews was related to the attitudes and concerns of library staff members and library board members about the County Library System. This data was invaluable in formulating an organizational

model, the objectives and functions, and the five (5) year plan for the county system.

IV. Background

a. General Geographic and Demographic Information

Broward County is one of 67 counties and lies on the east coast of the State of Florida. It is located 5/6 of way, in a north/south direction, down the eastern coast of the state. It is boardered on the north by Palm Beach County, on the south by Dade County, on the west by Collier and Hendry Counties, and on the east by the Atlantic Ocean. (See figure 1.) The county is approximately 45 miles on an east/west line and 23 miles on a north/south line. The east/west distance is exaggerated due to the Big Cypress Seminole Indian Reservation and conservation areas making a functional east/west distance of about 20 miles. The county is traversed in a north/south direction by numerous minor and several main transportation arteries, primarily the Florida Turnpike, I-95, Dixie Highway, U.S. Route 1, and U.S. Route 441. In addition, Route 84, better known as Alligator Alley, provides a major east/west traffice artery. Also, Fort Lauderdale International Airport in the southeastern part of the county as well as several smaller airports provide air transportation into and out of Broward County. Broward County is composed of mostly flat lands with swampy areas in the western protion of the county. The eastern coast line is heavily populated and land development is practically saturated in this area. The largest city in Broward County is Fort Lauderdale, which contains 1/6 of the 721,000 population.

Figure 2 shows the population statistics for the incorporated and unincorporated areas in the county from 1950 thru July 1,1972. It is evident from this data that Broward County is a fast growing community and rates among the fastest

FLORIDA COUNTIES

Figure 1. Maps of Florida Counties

IN BROWARD COUNTY MUNICIPALITIES, 1950 - 1970

City	1950	1960	1970	July 1 1972
Coconut Creek	--	--	1,359	1,850
Cooper City	--	550	2,535	4,100
Coral Springs	--	--	1,489	6,500
Dania	4,540	7,065	9,013	10,000
Davie	--	--	4,977	6,200
Deerfield Beach	2,033	9,573	15,662	18,600
Ferncrest Village	--	93	1,009	--
Fort Lauderdale	36,328	83,648	139,590	149,200
Hacienda Village	--	125	15	100
Hallandale	3,886	10,485	23,849	31,100
Hillsboro Beach	84	437	1,181	1,275
Hollywood	14,351	35,237	106,873	115,400
Hollywood Ridge Farms	--	108	302	--
Lakeview	--	20	--	--
Lauderdale-By-The-Sea	234	1,327	1,879	3,050
Lauderdale Lakes	--	--	10,577	17,000
Lauderhill	--	132	8,465	13,700
Lazy Lake	--	49	48	50
Lighthouse Point	--	2,453	9,071	11,600
Margate	--	2,546	8,857	13,300
Miramar	--	5,484	23,973	27,200
North Lauderdale	--	--	1,213	4,000
Oakland Park	1,295	5,331	16,251	18,400
Parkland	--	--	165	200
Pembroke Park	--	569	2,949	3,800
Pembroke Pines	--	1,429	15,520	17,700
Plantation	--	4,772	23,523	27,800
Pompano Beach	5,682	15,992	39,012	47,100
Sea Rach Lakes	--	170	660	675
Sunrise Golf Village	--	--	7,403	12,600
Tamarac	--	--	5,073	11,300
Wilton Manors	883	8,257	10,948	12,400
Hwd. Seminole Indian Res.	100	200	325	
Unincorporated	14,462	137,795	124,309	135,100
Total Broward County	83,933	333,945	620,100	721,300

Figure 2.

growing counties in the United States. Figure 3 shows increases in population by geographical distribution. It can be seen that the population increases between 1960 and 1970 have begun to occur in the center of the county and away from the over developed coastline. The Negro population is approximately 14% of the total population. There is also a 2:3 ration between males and females. The major industry in Broward County is tourism with its associated supporting industries of construction, retail sales, transportation, and services. The population has a high percentage of retirees (approx. 20% over 62%); thus a relatively high median age (37.7 years). There are locales within the county that have extremely high median ages. Pompano has a median age of 43.3; Hallendale, 51.4; and Deerfield Beach, 47.4. On the other hand, there are pockets of very young people. Plantation, for example, has a median age of 27.4 years.

This county also has a high non-resident population between the months of October and June. The census data shows a high percentage of professional and college educated people, especially among the older age categories. The median educational level of 12.2 years with approximately 20 percent of the population with one or more years of college. The per capita income level also tends to be relatively high with the median being $9539 and the mean $12,109. Property and housing values also tend to be quite high. In contrast to this high percentage of well educated, affluent individuals, there is a portion of the population that can be categorized as lower class. These individuals tend to be clustered on the perimeter of the more affluent older communities. There is also an important percentage of middle and upper-middle class people who live in the bedroom communities west of the coastline minicipalities. These tend to be in the very old incorporated areas or in the very new ones. These

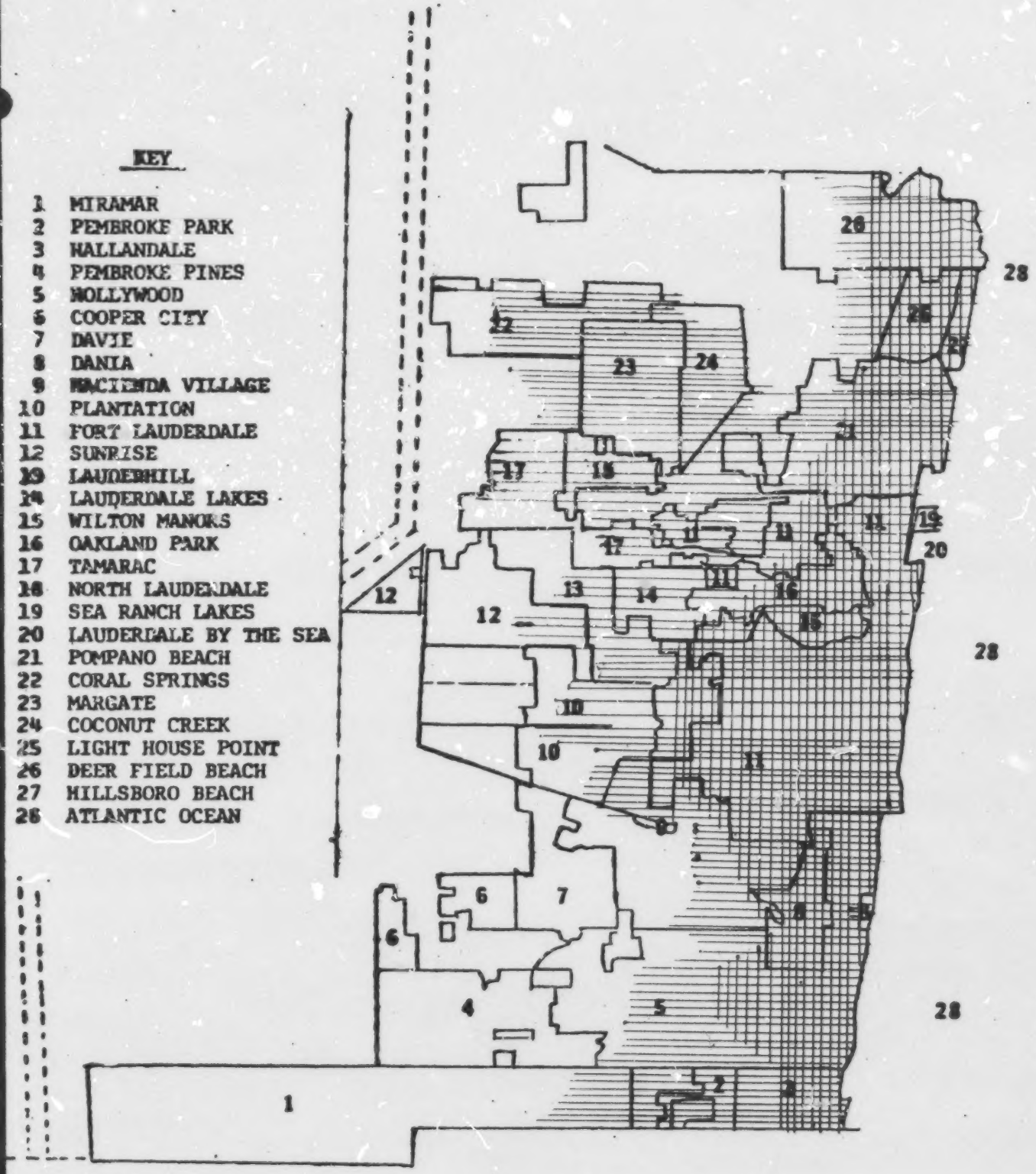
KEY
1 MIRAMAR
2 PEMBROKE PARK
3 HALLANDALE
4 PEMBROKE PINES
5 HOLLYWOOD
6 COOPER CITY
7 DAVIE
8 DANIA
9 HACIENDA VILLAGE
10 PLANTATION
11 FORT LAUDERDALE
12 SUNRISE
13 LAUDERHILL
14 LAUDERDALE LAKES
15 WILTON MANORS
16 OAKLAND PARK
17 TAMARAC
18 NORTH LAUDERDALE
19 SEA RANCH LAKES
20 LAUDERDALE BY THE SEA
21 POMPANO BEACH
22 CORAL SPRINGS
23 MARGATE
24 COCONUT CREEK
25 LIGHT HOUSE POINT
26 DEER FIELD BEACH
27 HILLSBORO BEACH
28 ATLANTIC OCEAN
BROWARD COUNTY, FLORIDA
1960 Population
Population added since 1960

Figure 3.

communities tend to be composed of a majority of single family unit dwellings as opposed to apartment complexes or condominiums as found nearer the coast.

Additional demographic data not reported here are available from the Bureau of Census Report for the 1970 census.

b. Trends

The simplest trend to forecast for Broward County is a continuing increase in population. The Broward County Area Planning Board has published the following figures showing predicted population between 1970 and the year 2000.

Year	Population	Decade Increase	% Increase
1970	620,100	286,154	85.7
1980	940,000	319,000	51.6
1990	1,230,000	290,000	30.8
1995	1,380,000	156,000	12.2
2000	1,500,000	270,000	22.0

The question that arises is where will this increase in population be located geographically. Since the coast is already quite well developed, the new population will locate in the center and western sections of the county. This can already be seen in terms of new developments in the middle areas of the county. Coral Springs serves as an excellent example. Appendix B shows by census tract the predicted population in 1990 in contrast to the 1970 population. It is quite clear that many newly incorporated areas will increase dramatically in population and at the same time new areas will probably be incorporated. As the newer developments move into the center of the county, a portion of the old population and some of the new will move to the western portions as swamps are drained and canals are built.

As the new population moves into the western and central areas of the county new housing developments will continue to appear. The success that

developers have had in Broward County has provided the confidence necessary to encourage them to invest additional capital in land development. Although, the condominium type of structures will continue to appear, a trend towards more single family dwellings seems probable.

It is predicted that the new population will contain a larger percentage of families with school age children than has been the case in the past. Some areas in the county are already experiencing this shift in population. As a larger number of school age children move into the county, the school system must respond by expanding present educational facilities and building new ones. Private schools in the area will also be affected by an increased demand upon facilities. The County School System has plans showing proposed sites for new elementary, junior high, and senior high schools. Several schools are presently operating at capacity.

To meet the demand for access to and from newly developed areas, the Area Planning Board has developed a traffic ways plan for the entire county. This plan shows an increase in east/west arteries as well as an improvement in north/south arteries to handle an increased flow of traffic and provide more access points to the east/west traffic flow. This plan would ease the problem of gaining access to any point in the county from any other point. It would also make a county-wide public transportation system feasible.

The increase in population will also increase employment opportunities and demands in the county. Existing industries, especially in the service, construction, and retail sectors, will expand to meet new and heavier demands. Along with an increase in population, the demand for professionals in the areas of health related fields, education, finance, law, and public administration will also expand. It can be expected that the sociological problems

associated with increases in population, land development, and social change will occur.

c. County Library System

As of January, 1973, Broward County residents obtained library service from sixteen independent municipally supported libraries and libraries located in various educational institutions scattered throughout the county. Of the 16 independent libraries, 15 are operated by municipalities, and one, Dania, is operated by the Dana Womens Club with financial support from the City of Dania. Only 16 of 29 communities and none of the unincorporated areas in the county had public library service. Thus, approximately 35% of the county residents were without any library service. In addition most libraries estimate that they are presently only serving 35% of the population in their municipality. Thus, 65% of the population either does not have library service available or does not find useful library services in their community. These findings are based upon a report published by the League of Women Voters and the questionnaire administered by the consultants. Broward County ranks 35th in books per capita out of the 67 counties in Florida.

For the past 10 years various groups and individuals have proposed a county library system for Broward. In the past two (2) years the Junior League, the League of Women Voters, and the Broward County Library Association have pressed intensely for such a library system. On Tuesday, January 9, 1973, the County Commissioners resolved to create a county-wide library system. This decision was based upon state laws, giving county governments the right to create and levy taxes for a county library system. Thus, Broward joined 30 other counties in Florida which have county library systems. The system was to be funded at the highest per-capita level than in effect for any library in the county. This

was estimated to be approximately ½ mile or $.50 per thousand dollars of taxable property. Such a levy is expected to produce approximately 2.8 million dollars annually to support the county library system. The County Commissioners have earmarked 1.5 million dollars to fund the system which is expected to begin operating in January of 1974. At present the Commission is searching for a director for the county system.

In April of 1973, the Florida State Library made a $3000.00 grant available to Broward County for purposes of devising a plan of operation for the proposed county library system. In June of 1973, Broward County selected F. William Summers to perform the required study and develop a plan for the County Library System. This report is the result of that study.

Chapter II. Current Status of Library Resources and Services

a. General

There are a variety of library resources and services available to the people of Broward County. The major problem is that many of these are available only at a cost in terms of money, time and effort, which many people can not afford, or who judge the costs to exceed the benefits so greatly that they refuse to use them. On a national level, there is the Library of Congress which can be accessed only by inter-library loan for scholarly purposes, on the state level citizens have access to the Florida State Library through local libraries. Children have access to school libraries on the elementary and secondary level, and those individuals who are enrolled in or have access to an institution of higher education such as Broward County Community College, Nova University of Florida State University also have library resources and services. In addition, those citizens living in one of the 16 communities with public libraries have access to library resources and services. Those citizens living in communities or unincorporated areas that do not have public libraries can gain access to some public libraries in Broward County by paying a non-resident fee ranging from 2 to 30 dollars per year.

All research that has been done regarding the use of library resources and services has shown that the three major factors are accessibility, usability, and cost to the user in terms of money time and effort. The national and state libraries, because of their mission, are neither accessible or easily used by private citizens. Libraries in educational institutions also have a mission that restricts their accessibility and usability. As a result the public library is responsible for satisfying a wide range of recreational, educational, and sociological needs.

The 16 public libraries in Broward County are geographically dispersed as shown in figure 4. The existing libraries form two north/south lines, the first approximately 1 mile west of the coastline, and the second approximately 7 miles west of the coast. These libraries are situated so that the distance between them ranges from 1½ miles to 6 miles in a north/south direction and 5½ to 6½ miles in an east/west direction. It can be seen that only a few of the libraries are in the geographical center of the municipality that they serve.

Figure 5 shows the location of these libraries relative to the population distribution in the county. As expected, the libraries are located in the most densely populated areas of each community and the county in general. It should be noted that the distance from the perimeter of those densely populated areas to the libraries exceeds several miles in many instances. It is also evident that many heavily populated communities do not have public library facilities.

b. Governance

The most typical organizational structure found in the 16 independent libraries is shown in figure 6. There are slight variations on this structure and one library does not have a library board. Not all cities have city managers in which case the mayor assumes those responsibilities. There are also libraries in which the library board operates the library strictly on a volunteer basis, and one in which the Women's Club operates the library. Library boards are appointed by City Councils, and library employees are city employees with associated rights and benefits. Library boards are composed of from 5 to 9 members. Their terms on the boards range from 2 to 6 years. The librarian, usually in conjunction with the library board, prepares the library budget and submits it to City Council for approval. The budget is usually reviewed by the city manager or mayor before submission to the council and he provides recommendations

Maps of Libraries in Broward County

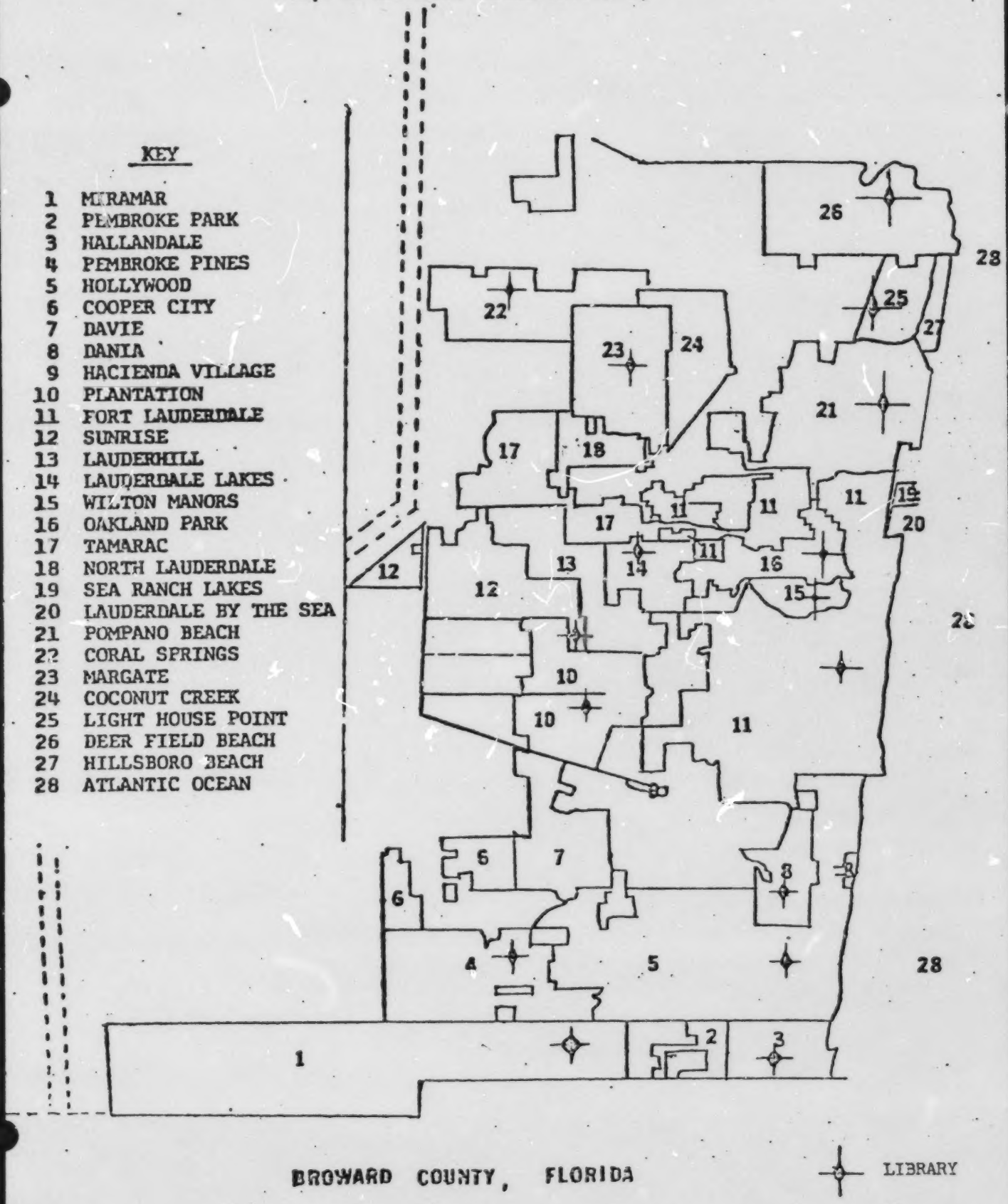

Figure 4

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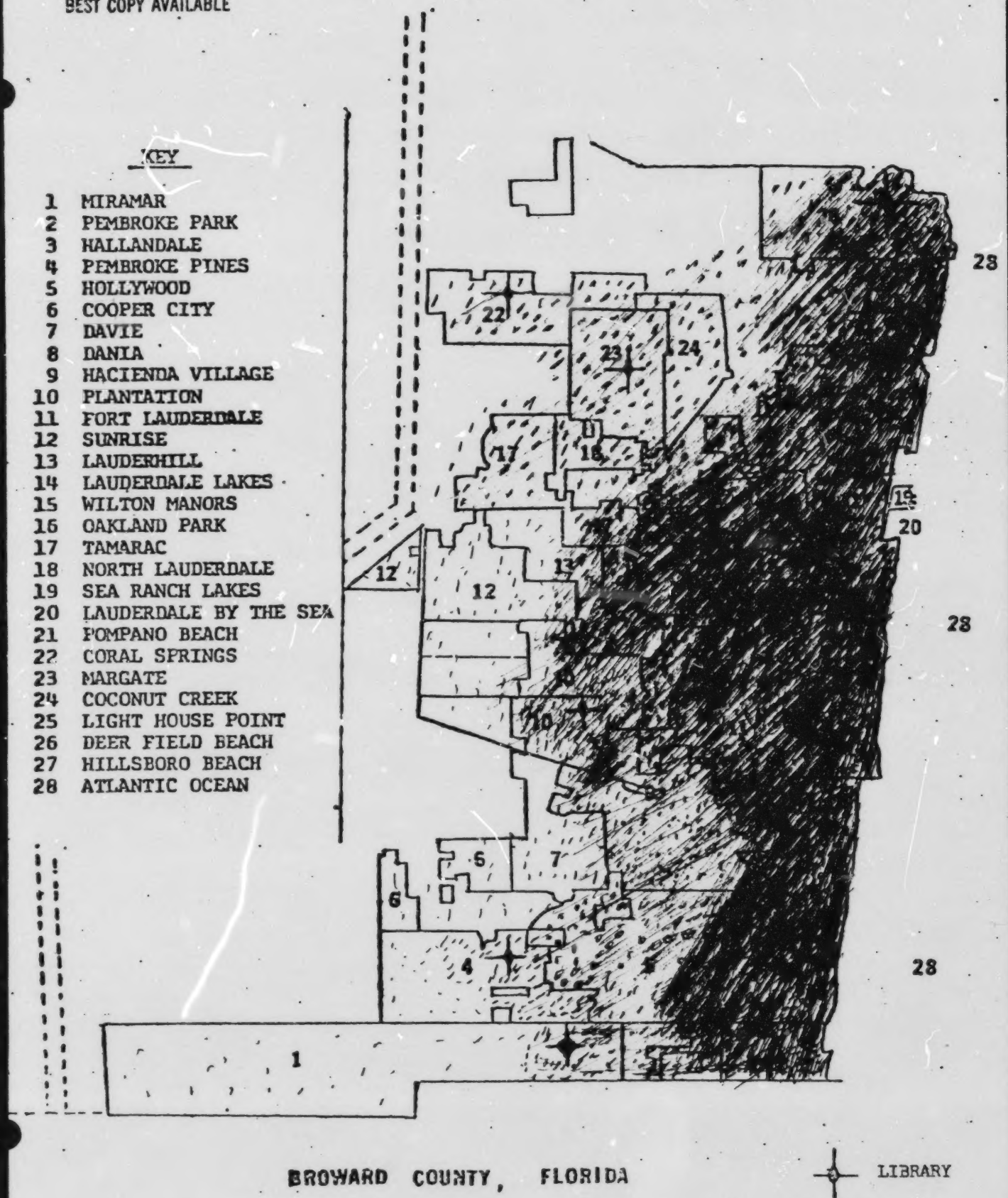

Figure 5.

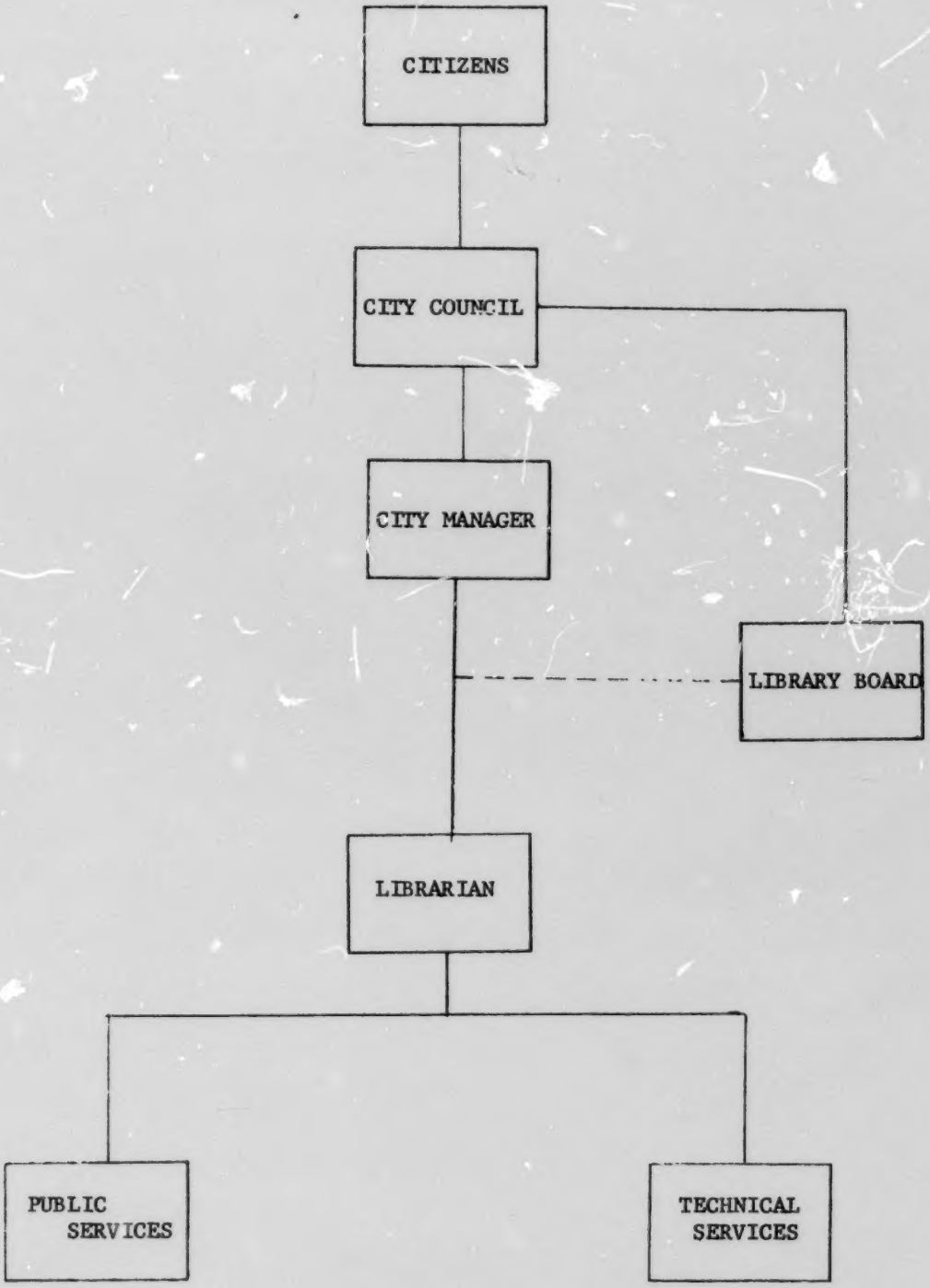

Figure 6. Typical Organizational Structure

for modifications.

The actual day-to-day management is the responsibility of the librarian, but it appears that most librarians boards assume responsibility for monitoring daily operations and definitely exert a heavy influence in setting policies that affect day-to-day operations. The involvement of library board members is truly amazing and has been instrumental in the survival of the existing independent libraries. They exert an extraordinary amount of influence in all facets of library operations.

c. Resources *

1. Financial Support

The existing libraries have an almost total reliance upon city government for revenue. Of the 11 libraries responding to our questionnaire (see Appendix c), city governments contribute over 95% of all revenues with the remainder coming from fines, non-resident fees, gifit, State funds and other types of contributions. Table 1 shows the amount contributed by city governments. Using the population statistics for these communities in figure 2 and total city revenues of $1,287.231.00, the per capita support for library service averages under $3.00. There is no reason to believe that by adding the existing 5 non-responding libraries that the per capita support would be drastically imporved or impaired.

Revenue From City in Dollars	Frequency
0 - 49,999	5
50,000 - 99,999	2
100,000 - 149,999	2
Over - 150,000	2
TOTAL	11

Table 1. Revenue From City Government

*All data used in discussing resources and services are based upon 11 libraries who responded to our questionnaire plus our interviews with 15 of the librarians.

The total amount of revenue received from other sources totals $35,513.00 of which $12,600 came from state or federal grants. This provides a total revenue of $1,322,743.000, which represents a per capita expenditure for library service of slightly under $3.00. The average per capita expenditure is $1.50 per capita expenditure less than the highest per capita expenditure in the county and also substantially less than the recommended standards for public libraries. Of course, if the unserved population, in municipalities not having libraries and in unincorporated areas, is included, the per capita expenditure for library service would be reduced drastically on a county-wide basis. Approximately 65% of revenue is budgeted for staff salaries and approximately 17% is spent for the purchase of materials. The remaining 12% is spent for office supplies, furniture, equipment, rental or space, travel, binding, microforms, maintenance, etc. It should be noted that $45,965.00 is presently spent for rental of physical facilities.

2. Personnel

The range in number of paid staff members in libraries is from 1 to 41. The total staff in the 11 libraries reporting is 113 which represents approximately one staff member per 4,000 population in these communities. Of the 113 paid staff, ninety-eight are full-time and 21 hold a graduate degree in library science. It should also be noted that one library, Fort Lauderdale, employs 13 of the 21 full-time librarians who hold masters degrees, and 4 libraries do not have a staff member with advanced training in librarianship. There are 2 full-time staff members with some graduate level library training, 7 with undergraduate library training and 17 who are college graduates. Using the population statistics in figure 2 for the communities involved, this represents 1

librarian with masters level training for each 21,000 population. Bearing in mind that 13 librarians are employed in one system the situation is even more adverse in the remaining communities. This is quite low compared with any standard including common sense.

Table 2 shows the salary ranges and the number of full-time staff by salary bracket. It is easy to see that over 70% of the full-time staff fall in the 5,000-10,000 dollar range. It is suspected that those beyond the

Salary	Frequency
Less than 3,000	3
3,000 - 4,999	2
5,000 - 6,999	36
7,000 - 9,999	34
10,000 - 11,999	15
12,000 - 14,999	6
15,000 and over	2
TOTAL	98

Table 2. Salary Ranges of Full-Time Staff

$10,000.00 range are heavily involved in performing administrative duties.

Table 3 illustrates the number of years of experience in libraries with which full-time professional staff members are now affiliated.

Years Experience - Professionals *	Frequency
Less than 1	11
1-2	6
3-4	6
5-6	2
7-9	2
10 and over	3
TOTAL	30

Table 3. Years of Experience for Full-Time Professionals

* It should be noted that "professionals" in this table is defined in terms of the position held rather than the training of the incumbent.

It is evident from Table 3 that not many professionals have a long tenure in their particular libraries. Table 4 lists the years of experience for full-time non-professionals in the libraries of which they are presently staff members. It can be seen from Table 4 that over 60% of the full-time

Years Experience - Non-Professionals	Frequency
Less than 1	12
1-2	21
3-4	18
5-6	7
7-9	5
10 and over	5
TOTAL	68

Table 4. Full-Time Non-Professional Experience

non-professional staff have four years or less tenure in the library which they are presently employed. From Table 3 and 4 it can also be seen that of the 98 full-time staff, 30 are considered professionals and 68 non-professionals. Returning to the population statistics in Figure 2, a total of 30 professionals represents 1 professional per 16,000 population, and the total of 98 full-time staff represents 1 full-time member per 4500 population.

It must be pointed out that many of the libraries would be unable to operate with their present staff if it were not for volunteer help. Nine of the 11 libraries reporting stated that they depend in some degree upon volunteer help and several flatly stated in interviews that they would be unable to operate were it not for volunteers. The library board deserves a great deal of credit for giving their own time as volunteers as well as recruiting others for such activities.

It is difficult to separate financial and personnel resourcess completely

since financial resources are necessary to acquire personnel. It is also important to consider aspects of personnel in terms of potential problems in establishing a county library system. Therefore, it is necessary to provide a picture of current personnel in terms of fringe benefits and other factors which might be involved in transfering staff from municipal to county employment.

Ten (10) of the 11 libraries responding to the questionnaire reported that paid vacation and sick leave were available. The number of paid vacation days per year ranged from 6 to 12 with 10 days being the most common. Two (2) libraries reported not having paid vacation days for non-professional employees. The number of paid sick days per year ranged from 5 to 15 with 12 being the most common. Sick leave can be accumulated between 12 days and unlimited. These same 10 libraries reported having a health insurance plan. Eight reported that health insurance premiums were paid entirely by the city and two stated that the city and the employee both contributed. Health insurance plans are presently held with 4 companies as shown in Table 5.

Company	Frequency
Blue Cross	5
Equitable	1
Metropolitan	2
Bankers Trust	2
TOTAL	10

Table 5. Companies Providing Health Insurance

Nine (9) of the 10 libraries reported having major medical benefits. Several libraries reported having life insurance benefits as well as health benefits.

Seven (7) of the 11 libraries reported that employees had access to a retirement plan. The total number of employees reported to be participating in such a plan was 84. This represents slightly over 80 percent of all full-time employees. Only one (1) library reported that the employee contributed the full amount to the retirement fund. All others reported joint contribution on the part of the city and employee. Of the seven (7) libraries stating that there was a retirement plan available, four (4) are public employee plans and three (3) are carried by insurance companies. In four (4) libraries the minimum retirement age is 62, and in the remaining three (3) it is 65. Two (2) reported no minimum number of service years before retirement is possible while 4 reported a ten (10) year minimum and 1 a 15 year minimum.

Table 6 demonstrates the distribution of ages for full-time library personnel. The full-time employees can be considered quite young with approximately

Age in Years	Frequency
Less than 20	4
21-25	17
26-30	19
31-35	7
36-40	5
41-45	12
46-50	12
51-60	10
Over 60	12
TOTAL	98

Table 6. Age Distribution for Full-Time Employees

80% being 50 years of age or younger. Table 6 in conjunction with Table 3 showing years of experience is libraries can be used to infer that very few staff members have a deep commitment to their existing retirement system.

3. Materials

The majority of libraries in Broward County are heavily fiction oriented with only a few capable of performing adequate in-house reference service. Reference materials are generally few in number and relatively outdated. The fiction collections also tended to be relatively old and in need of replacement or repair. For 12 Broward County libraries reported in the 1972 Florida Library Directory, total holdings were 529,540 books serving a population of 437,564 individuals. This average to 1.2 books per capita in these municipalities. Although there is no reason to believe that the five (5) existing libraries that were not reported would alter this figure drastically, it is certain that if the approximately 135,00 people without library service were included the books per capita would fall below one (1). Table 7 shows the number of books bought this year by libraries responding to our questionnaire. One library failed to respond to this question. The total number of new purchases represents approximately a 6.8% increase to present collections. This

Number Books Bought		Frequency
	275	1
	580	1
	1084	1
	2594	1
	3000	1
	3126	1
	3500	1
	4000	2
	12184	1
Total	34343	10

Table 7. Books Purchased in Fiscal Year 1972-1973

represents approximately a 6.8% increase to present collections. This also

represents the purchase of 1 book for every 12 citizens in the communities represented in Table 7. The makeup of collections in terms of the ranking of

Collection Category	Rank
Adult Fiction	1
Adult Non-Fiction	2
Children Fiction	3
Children Non-Fiction	4
Young Adult Fiction	5
Reference	6

Table 8. Rank of Collection Categories

six basic categories can be viewed in Table 8. This is an overall ranking for the 11 libraries responding to the questionnaire. Individual libraries may tend to show slightly different ranks but the median ranks were used to produce Table 8. The emphasis upon adult fiction and non-fiction is self-evident. The distribution between adult and children materials averages about 80% adult and 20% children. The periodical collections in the municipal libraries are generally small and inadequate. Back issues of periodicals can only be found in a few libraries although many libraries attempt to keep back issues of National Geographic. The major reasons given for not keeping back issues of periodicals were lack of space and infrequent use. In addition, the cost of periodicals is relatively high compared to their benefits. This is also one of the reasons that more reference materials are not purchased.

Seven (7) of the 11 libraries reported special materials. Large print books and foreign language materials are most common. Other special materials include materials for the deaf and blind as well as some books for remedial readers. Vertical and picture files are available in a few libraries, as are phonograph records and tape cassettes.

For the most part, special materials are limited in number and quality. One library has a lending collection of pictures and pieces of sculpture.

Six (6) libraries maintain special collections. Five (5) of these maintain a Florida collection along with careers, talking books, paperbacks, art, large print, and phono recordings.

4. Physical Facilities

In general, the condition of the physical facilities of public libraries in Broward County is poor. There are several exceptions such as Plantation, Deerfield Beach, Oakland Park, Pompano Beach, Hallandale, and Fort Lauderdale. But even those that currently have physical facilities that are in good condition are sorely in need of additional space if they are to provide the level of service that is desirable. Most have approximately ½ to 2/3 of the necessary space for operating effectively. The newer and smaller public libraries are found either in rented quarters in a shopping center or in temporary quarters near the city hall complex. These facilities are generally crowded with materials to the extent that there is no space for readers to sit and even makes browsing a difficult undertaking. Many have either no space for children's programs or an inadequate space that detracts children from using it. Several do not have work space for the staff and no space for the storage of back issues of periodicals and other infrequently used materials. Most do not have facilities for listening to records or tapes and few have a room for holding discussion groups or civic meetings.

Another aspect of any physical facility that is difficult to measure but is nevertheless important to its overall effectiveness is the aesthetic quality exhibited both in terms of outside and inside appearances. Most of the libraries in Broward County are not attractive in their organization,

architecture, or decor. Many are quite dull in appearance and give the impression of being rather dreary storehouses for books. This certainly does not encourage users to use library facilities and has an effect upon the morale and effectiveness of the library staff. Table 9 provides some concept of the age of existing facilities of 11 of the libraries reporting. It

Age of Years	Frequency
Less than 6	2
6-10	5
11-20	3
Over 20	1
TOTAL	11

Table 9. Age of Buildings

must be pointed out that several libraries are in rented quarters and at least one of these is less than two years old.

Libraries reported lacking space for processing materials (8), readers (7), children (5), storage (8), reference (3), and audiovisuals (1). In addition, one library feels the need for a branch.

Seven (7) libraries reported that their physical plant was readily accessible to all users in the community while four (4) felt there was a segment of their population who did not have ready access. This seems a slight bit incongruent with the fact that only five (5) of the 11 communities have a public transportation system, and only one has a bookmobile service. Three (3) also have inadequate parking facilities. It is fair to say that at least six (6) of the 11 libraries reporting are sadly in need of improved physical facilities. It was observed during our interviews that four (4) of the five (5) libraries not responding to the questionnaire are also in need of adequate physical

facilities.

d. Services

Services refer to those programs, activities, and functions that libraries perform for or offer to their users and which consume or utilize available resources. There are generally two levels of service in a library that are incorrectly labeled user services and technical services. The terms are misleading because all services are performed for the ultimate benefit of users. Those services we will discuss under the label user services will be those that involve the user directly while those under technical services involve the user indirectly but are no less important to him.

1. User Services

The first indicator of service or level of service is provided by the hours of operation. Table 10 provides data concerning the hours that libraries are in operation. None of the libraries reported being open on Sunday and most operate on a shortened time schedule on Saturday.

Hours Open/Week	Frequency
Less than 41	3
41-50	1
51-60	3
61-70	4
TOTAL	11

Table 10. Hours of Operation

Only two (2) of the 11 libraries reported giving priorities in terms of service to special groups of people in the community. The groups were identified as aged, black, Jewish, and students. Only four (4) of the 11

libraries felt they were serving all users in the community adequately, and eight libraries reported that patrons had requested special services. The services or materials reported as used most frequently were:

1. Adult fiction
2. General collection
3. Children's books
4. Reference
5. Special services such as copying services
6. Records
7. Periodicals (current)
8. Inter-library loan

Those services or materials identified as used most infrequently were:

1. Vertical file
2. Picture file
3. Microforms
4. Talking books
5. Special collections e.g., Florida collection
6. Periodicals (back issues)
7. Inter-library loans
8. Reference

A partial indicator of the use of the services provided is the material borrowed by users. Table 11 provides data concerning the number of books borrowed and Table 12 illustrates the same for non-book materials.

Books Borrowed	Frequency
Less than 50,000	5
50,000 - 99,999	2
100,000 -199,999	2
200,000 -349,999	1
Over 350,000	1
TOTAL	11

Table 11. Number of Books Borrowed

Non-Book Materials Borrowed	Frequency
Less than 500	1
500 - 1499	2
1500 - 2499	1
2500 - 3499	1
3500 - 4499	1

Table 12. Number of Non-Book Materials Borrowed

Five (5) libraries reported that no non-book materials were borrowed indicating that such materials were not ava ble.

In response to a question asking about activities in the library, the following list was derived:

1. Speaker on current topics
2. Community meetings
3. Exhibits
4. Educational programs
5. Discussion groups

Only five (5) libraries reported these activities with the other six claiming space and personnel factors inhibited such programs.

Six of the reporting libraries also listed providing services outside the library. These were identified as:

1. Service to shut-ins
2. Children's programs in schools
3. Service to nursing homes
4. Bookmobile service
5. School reading program
6. Service to jails
7. Speakers bureau

Nine (9) of the libraries use other libraries to supplement their resources and current services. All nine (9) report using the Florida State Library with a few using the Tampa Public Library, Library for the Blind in Daytona Beach,

and Florida Atlantic University Library. The number of inter-library loans as shown in Table 12 represents a surprisingly low number of inter-library loans.

Number of Loans	Frequency
Less than 100	5
100 - 199	1
200 - 299	3
300 - 399	1
Over 400	1
TOTAL	11

Table 13. Number of Inter-Library Loans

It should be noted that a single library loan may include several hundred books as it did in at least one instance.

Reference service has a wide-range of usage from very low to very high. Table 14 represents the number of reference questions received on an average day. The total number for the 11 libraries reporting was 450 per day. Based on

Number Reference Questions/Day	Frequency
Less than 10	4
10-49	4
50-99	1
100-149	1
150-199	1
TOTAL	11

Table 14. Number of Reference Questions On An Average Day

interviews with the other libraries, this figure would total approximately 500 per day. It was estimated by those libraries interviewed that approximately 50% of all reference questions are asked by students in elementary, secondary, or higher education.

The libraries answering the questionnaire were asked to rank the importance

to users of general categories of service found in Table 15. As can be seen, services relating to recreation are judged as most important to users with education running a distant second. Information Retrieval was clearly third followed by Problem Solving and community development. Although community development was ranked last, it was quite evident from meetings with librarians,

Service	Rank
Recreation	1
Education	2
Information Retrieval	3
Problem Solving	4
Community Development	5

Table 15. Ranking of Services Important to Users

library board members, volunteers, city councilmen, and mayors, that their concern for their libraries was genuine. This would indicate that the library has evoked a fairly strong sense of community and may be more important than overtly realized as a force in community development. It was quite evident during the interviews that the terms community development is not well understood in terms of library services.

2. Technical Services

These services deal with those aspects of library services that select, acquire, produce, catalog, classify, process and organize materials for users but for the most part are done without active involvement of the user.

Book selection is done primarily by the joint effort of the librarian and the library board. In two cases it is done entirely by the librarian, and in one instance, solely by the library board. Eight (8) of the libraries use a book jobber while three (3) do not. Six of the eight (6) using a jobber

utilize Baker and Taylor, one uses Hunting, and one Alesco. In addition, several libraries use more than one jobber such as McNaughton, Bro-Dart or Associated Libraries. Only five (5) of the libraries use cataloging services other than those that may be supplied by the jobber who handles the book order. Those that do use cataloging services identified such sources as Library Journal, American Book Publishing Record, Library of Congress, and H.W. Wilson Company. The precent of original cataloging among the 11 libraries ranged from 10 to 100 percent. Original cataloging meaning that the entire work of describing, classifying and subject analysis is done in the library. Table 16 illustrates the percent of original cataloging done as reported on the questionnaire.

Percent Original Cataloging	Frequency
0-33	3
34-67	3
68-100	5
TOTAL	11

Table 16. Percent Original Cataloging

Eight (8) of the 11 libraries are performing more than 50% of original cataloging. It is also interesting to note that those libraries without librarians with graduate training are performing the largest percentage of cataloging. Impressions gained from library visits suggest that the original cataloging is uneven at best, and a subject approach to materials is extremely difficult, if not impossible in some cases.

All librarians responding to the questionnaire as well as those not responding but interviewed, use the Dewey Decimal Classification System. Fiction books are marked with an "F" or "Fic" and the first initial of the author's

last name. Children's books are in most cases separated into fiction and easy.

Circulation systems range from the Gaylord system to a purely manual system with one library using a photographic system, but in all cases circulation consumes a lot of personnel time.

e. Summary

The libraries in Broward County feel thay are presently serving about 35% of the population. They state that the lack of adequate physical facilities, financial support, personnel and county-wide coordination are major factors contributing to the fact that they are reaching only 1/3 of the populace. Another major factor not explicitly inherent in present library services is that there is not only a parochial bias toward the individual communities but a bias towards segments of the population within a given community. Library services are aimed at the more affluent, better educated, and most influential segments of the population. Thus, programs and services to reach those individuals not in that category are clearly lacking. This is quite logical in terms of supporting those who support libraries but cannot be considered a sound social or professional policy in the long run.

Libraries in Broward have identified the following areas as being in need of improvement:

1. Strengthening the general collection
2. Increase in special collections such as business, science and math
3. Drastically improving the reference service available
4. Providing quality programs for children
5. Providing access to films and other audiovisual services
6. Special emphasis on a collection of phonograph or tape cassette records
7. Providing access to back issues of periodicals
8. Better physical facilities and a means to serve those who cannot come to the library

In addition, the libraries have pointed out that technical services consume a large portion of their time or is left to volunteers who do the best job they can without professional training. Many also realize that there are many programs that would benefit the community in terms of continuing adult education, cultural enlightment, and community development. At the present time, they are simply unable to plan, develop and operate such services because of inadequate resources.

Some libraries have also related a need for special consultants or formulating budgets, collection building, physical facilities planning and utilization, children's programs, planning community programs, and in-service training.

Although a few of the community libraries are doing a good job in providing services and are in a fairly good position in terms of resources, on a county-wide basis the picture of library services and resources is inadequate.

Chapter III. Goals and Objectives

I. Goals and Objectives for the County Library System

In their decision to establish county-wide library services, the Board of County Commissioners have endorsed either explicitly or implicitly several principles which should provide basic philosophical directions for the development of the library system. These principles are:

1) The basic responsibility for the provision of library services to the people of Broward County will be a county responsibility.
2) The library services to be provided by the county should be equal to all citizens. Equality of library service has two dimensions. First, service should be equally available to all citizens and second the quality of services which are provided by library units should also be equal. At the present time there are some gross inequalities in both availability and quality of library service.

Some citizens must travel substantial distances to reach a library. Some have access only a few hours per day, others may visit a library and find it open morning, afternoon or evening and a substantial portion of the citizens 35% have no library upon which they, as citizens, can make a claim for service.

There are also serious imbalances in the levels of service provided. Some few libraries in the county provide their users with modern services of the highest quality. Most libraries provide only the most traditional services at a relatively low level of quality.

It should be the purpose of the County Library System to eliminate such inequalities and to ensure that the quality of library service available

to a citizen is not a factor of his place of residence or economic condition.

3) The county library service program should provide a full range of services at a high level of quality. Broward County has some excellent examples of high quality library service and it should be the purpose of the county library system to ensure that all citizens have access to services of equal quality. This principal is reinforced by the Board of County Commissioners' commitment to fund the proposed library services at the highest per capita level of any library services now pertaining within the county.

4) Since the county is accepting responsibility for library services the people will rightly charge the successes or failure of the service to the Commissioners. Since the Commissioners will have the responsibility for the service they must also have the authority for carrying out that service. Therefore, all employees utilized in the County Library System should be county employees, employed in the same way as other county employees and receiving, commensurate with their training experience and responsibilities, salaries equitable to those paid to other county employees with like training and experience. Materials provided by the County Library System should be selected and purchased under policies approved by the Commissioners and the County should not expend capital funds for buildings or equipment which it does not own or control.

Rules and regulations governing library service provided by the County Library System should be established upon proper recommendation of the staff and approved by the commissioners. In short, in the provision of library service, as in other county services, the buck should start and stop with the Board of County Commissioners who are directly accountable to the people. However, this is not a unilateral relationship. The county

II. Major Constraints and Opportunities Facing the System

A. Constraints

1. The present program of library services has been developed to serve the needs of single municipalities. Location of physical facilities, policy orientation, service program and staff allegiance are all directed toward the population of a single locality. If the existing libraries are to be brought into a cohesive forward looking system it will be necessary for the staffs of these libraries and the current board members, friends and library users to re-focus their thinking to a larger context and to recognize that the quality of service must be high for all residents of the county if it is to be high for any resident.

2. This study has shown some serious weaknesses in the provision of services which must be overcome. Chief among these weaknesses are:

a. There are serious discrepancies in library support with the range being almost to several hundred thousand dollars and the total support is under $3.00 per capita. The existing library services need to be supported at a higher level in order to contribute to the county-wide program.

b. Libraries are presently under-staffed to serve their present populations, particularly at the professional level. To serve the county population approximately 360 library personnel of whom 120 should be professionals will be needed. Presently 113 of whom 21 are professionals are employed. Obviously the system will be launched and will operate for some years with a less than adequate manpower base.

c. Library materials both in quantity and quality are seriously lacking. Present book holdings are .7 volumes per capita on a county-wide basis.

Stated another and perhaps clearer way, if every resident of Broward County went on the same day to his public library to obtain a book, 191,960 citizens or about 26% would come away empty-handed. Again, despite the best efforts of the staff and the most massive infusion of new materials the system will have inadequate resources for some time to come.

In terms of book resources those areas of great inadequacy are in reference/information materials and in non-fiction books. Non-print materials represent an area of significant weakness, particularly motion picture films, recordings, and other aural and visual media. Unfortunately these materials are among the costliest categories of library materials and will represent substantial financial needs for the next several years.

d) Perhaps the major constraints facing the system is one of inadequate physical facilities. With a few exceptions all of the present facilities are overcrowded, inadequate and poorly located. Several libraries are afflicted with all of these weaknesses and others suffer from at least two of them. Presently, nearly all libraries are inadequate to serve the existing municipal population. To attempt county-wide solely with the existing facilities would be impossible and would result in unbearable frustration and inconvenience to users.

e) With few exceptions, services to users consist of lending books and answering information questions - the more traditional library service activities. Most libraries are able to maintain a summer reading program for children and a few have year-round service programs for children and adults.

The development of a full complement of user services is a long term task that must be carefully developed through community/library interaction. For the next several years the County System will be necessarily constrained to the more traditional user service activities but should attempt to expand the excellent public service programs now extant in several libraries. The primary asset of the present library service program is the community spirit and close identity to the local use which it provides. In building a larger service structure care must be taken to preserve and extend the spirit which now characterizes the efforts of individual libraries.

f) Information services to users, while seen as important, are offered only to a limited extent in most libraries. Information service was frequently cited as being among the most used services and an area in which most of the libraries needed more materials, staff expertise and professional assistance. The county has a difficult choice to make in solving this problem.

At present no single library is adequate to provide county-wide information service, although Fort Lauderdale has a well developed collection and specialized staff. User access is also a critical problem. It is not feasible to provide specialized staff and materials at every branch. The alternatives appear to be these.

1) A centralized collection with centralized access. This model follows the tradition of the great central libraries characteristic of the public library system in the older urban counties of the North.
2) A decentralized collection with decentralized access. This model follows patterns developed in several large county-library systems in newer suburban areas and features regional branches with large

3) Centralized collections and decentralized access. This model follows the pattern which characterizes time-sharing computer facilities in which a user at a remote location interrogates a large data base. In this case access points would be relatively small, unspecialized service outlets which would connect the user to a large central collection with highly skilled and specialized staff.

The purpose of citing the above constraints is not to paint a black picture nor to prepare an apologia for the county system. Rather the hope is to indicate that there are deficiencies existing in present services; that the level of services available to county residents is disparate and to suggest some priorities for initial actions.

B. Opportunities

While the county library services must overcome a number of constraints there are also tangible and intangible assets which properly marshalled can facilitate the accomplishment of the system's objectives.

1. A strong and clear commitment of support from the county commissioners. The authors have been involved in a number of similar studies and have read dozens of others and it is almost unprecedented that a governing authority display the determination to provide high quality library service which has been shown in Broward County. The support of the Commissioners is one of the systems major assets.
2. Closely related is the spirit of community support and good will surrounding public libraries. This is clearly visible in the concerns and hopes of library board members, but it is also clearly seen in the personal relationship between library staffs and users in local libraries.

Care must be taken that this spirit be maintained and built into the philosophy and program of the County Library Service. It is not a spirit which will flourish under unnecessary bureaucratism or unnecessary administrative centralization.

3. High among the library assets of the county is a population composed of persons who are familiar with high quality library services, who know how to use such services, who expect to receive such services and are willing to pay for the necessary costs of such services. This resource is among the county library system's strongest assets because the nature of the population insures that there will be a welcoming response to sound, well planned programs of library services. Of course, it is also challenge in that citzens will be quick to recognize and critize inadequate or poorly planned programs.
4. Because Broward County has already experienced rapid population growth it is possible to make reasonably clear and accurate predictions about future social and economic changes for the next decade or so. It is clear from Census and planning data, that the county's future growth will be in degree rather than in kind, that is, the future population will look very much like the present population in terms of socio - economic characteristics, but of course, the population will continue to increase in number. This factor permits valid projection of numbers of people to be served and also permits sound long-range planning for physical facilities.
5. An excellent and nationally recognized system of school libraries which provide a high level of services in all communications media - The outputs of such a school system can be expected to use and support public services of a high caliber. Also, and perhaps most important, the

school-related information needs of children in Broward County are well met. Thus, the public library is free to concentrate upon the informational and recreational needs of adults, out-of-school youth, and college students and the personal intellectual needs of children and young people not related to their public education. This latter category is a very significant part of a child's development and one to which most public libraries have been unable to respond.

C. Basic Policy Recommendations

The foregoing discussion of philosophy, constraints and opportunities suggests a number of basic policy recommendations which should direct the development of the library system.

1) Existing municipal and non-profit libraries should receive every possible encouragement to become a part of the County Library System, but the system must focus its attention upon county-wide needs and not upon a particular community.

2) Personnel providing county library services should be county employees.

3) Materials purchased to provide services in the county library program should be clearly labeled as county property and should be selected, acquired and provided to users under policies approved by the County Commissioners.

4) The Commissioners should make no expenditures for long-term capital outlay until a long-range plan of physical facilities needs and locations is developed by the County Planning Department and in no case should county funds be expended on land or buildings which the County does not own or control under long-term use agreements.

5) The county should assure local communities and library board members that

local library facilities which become part of the county system will retain their local names and identity and that there will be adequate and ample means to reflect local concerns and needs into the policies of the County Library System.

III. Projected Service Needs

Previous discussion indicated that future population growth in the county is likely to be in single-family housing as opposed to multiple-family housing although land and construction costs will also continue to make condominium and apartment housing attractive to many residents, particularly the elderly. It is likely that the overall population characteristics may remain similar to the present but the distribution may be different. Older citizens will more likely be found near the coast and younger families in newer developments inland. Overall the population with the exception of some elderly residents will be highly mobile. Mobility is a factor of the individuals ability to travel and the traffic density of the area. Broward County is already experiencing traffic congestion in many areas and it is an area in which time of travel rather than miles will be the measure of mobility. The county can also anticipate that the population will be increasingly well-educated. The population now exceeds national and state averages by a high degree and will continue to do so. Both, national trends and patterns of in-migration to the county support this view. Currently existing libraries serve approximately 35% of the population eligible for library service. Commonly public libraries serve 20-25% of the existing population. The libraries in Broward County serve 10-15% more of the population than is commonly the case. It seems reasonable to assume that the county library system will reach at least the same percentage of users as are reached by the 16 municipal libraries. Thus, the county library system will initially serve at least 250,000 users.

If, as is recommended elsewhere, the county system includes most of the existing libraries plus some mobile units and numerous small outlets, it should serve a more diverse group of citizens than are presently being served. Increased usage should come from children and from older adults who will find convenient outlets more attractive.

IV. Nature of the Service

As has been shown the primary use of libraries in Broward County is for recreational purposes although this term perhaps requires some interpretation. As used in this study and commonly used in describing library services "recreational" should not be taken to mean necessarily, light, frivolous or unimportant. Recreational reading is that which a person does for his own purposes and pleasures. It includes reading in relationship to hobbies, interests and curiosity. The "recreational" reading of a well educated person may seem quite esoteric to another. It should also be remembered that citizens with needs not met by the present configuration of the library services will simply not be present to make their needs known to the library. Therefore there may be present in the county a large pool of non-users who are potential users of a different configuration of services.

In planning the county system the present priorities of library users must be accepted and met but they need not be taken as either complete or unalterable. As estimated by the librarians in the county the following services are the most important to users: (1) recreation, (2) education, (3) information retrieval, (4) problem solving, (5) community development.

A. Recreation

In meeting this need the county system will need to give priority to the

prompt acquisition of current materials and to the development of strong collections in a variety of subject fields. It will also be necessary that the system provide many duplicate copies of the materials most in demand in order to avoid long waiting periods for users. In addition to printed materials, users will need recordings both spoken and musical, and framed art reproductions. Users will also respond favorably to group activities such as film programs, discussion groups, lectures, etc., related to their interests.

B. Education

The educational users of the library system are seen as; (1) usage by citizens engaged in self-education or self-directed educational inquiry and (b) adjunctive usage in relationship to formal educational programs, most of which will have strong library facilities. It would, in the opinion of the consultants be an error for the system to devote much of its resources to the second category of educational users. Public and private elementary and secondary school programs have well developed library programs. Students at the community college have excellent library facilities. If the patterns of service of these agencies do not meet the needs students it is a problem for those agencies responsible for educational planning, not a problem which the County Library System should assume. On the other hand, no other agency has a responsibility to meet the needs of the self-motivated learner and these needs should receive high priority. Materials and services for educational users will require collections which provide range of breadth as well as depth in complexity. Some users will want to explore a variety of subjects at a more or less elementary level while others will want to inquire deeply into a specific subject area. Meeting the needs of such users will require the rapid delivery of materials within the county and greatly improved access to state and national inter-library loan networks.

C. Information Retrieval

Responses from librarians indicate that answering reference/information questions is a significant aspect of service and one to which libraries are making an inadequate response. The county library system should seek to expand and improve the information retrieval services. With the exception of Fort Lauderdale none of the libraries have either subject collections of information sources nor staff specialists. While the Fort Lauderdale collection would provide an excellent nucleus for a county-wide information service it is not large enough to serve the entire county nor is the staff sufficiently large and diverse to meet all needs. Information services require both specialized materials and staff and for this reason are among the most expensive services provided by libraries. The county should attempt to provide one large centralized information service which serves all library units and the public in general. The central information service should be analogous to a modern time-sharing computer. Neighborhood library units should be able to interrogate the system on behalf of their in-person or telephone users. In addition users should also be able to interrogate the system directly by telephone. The central information system should be responsible also for inter-connects with state and national information networks to obtain information needed by Broward County citizens which can not be found locally. The central information service should be connected to all library outlets by direct telephone lines and by frequent delivery service. Deliveries and pick-ups should be provided at each library outlet on a three times per day basis, morning, afternoon and evening. The central information service should also provide space and staff for users who wish to come in and consult a large variety of materials in person. This will not be the primary method for utilizing the system which will be local neighborhood outlets but provision should be made for in-person use.

V. Patterns of Service

Broward County is fortunate that in initiating library services it has several available models of library systems from which to adapt.

A. The Urban Model

The urban model is probably the concept of library service with which most people are familiar. This is model extant in the great central metropolitan cities like Chicago, Cleveland, and Pittsburgh. Its chief characteristics are a large library which acts as headquarters for the system, houses a large retrospective collection for the system and houses special subject departments, usually business, industry and science, art and Humanities or other subject divisions. Such a system features relatively large branch libraries housing 30-100,000 volumes and usually providing adult and childrens staff specialists. Bookmobile service, if provided, is from the central library or from one of the larger branches. Assumptions of this model are that the most serious users will prefer to visit the large downtown library because of its greater resources, that branch libraries will serve primary adult recreational users and school-related educational needs. It is also assumed that the population to be served can and will find it convenient to visit a large downtown library.

B. The Suburban Model

The best example of this model can be found in the suburban Maryland communities near Washington and in the state supported library systems around Chicago. The chief elements of these systems is that local community libraries tend to be quite large and to offer a relatively complete range of services but do not develop the large retrospective collections characteristic of urban central libraries. For such needs the suburban system would depend upon a state supported inter-library loan system. The chief

assumption of such a system is that users require access to relatively full current collections, that most information needs can be met without recourse to large retrospective collections and that users will leave their immediate neighborhood to visit a large branch center but would not likely travel to a large urban library because of time, distance and a variety of social economic factors.

C. Hybrid Systems

Some areas and communities due to a variety of historical, social and economic factors require or develop patterns of library service which are exceptions to general rules and patterns. Some exceptions can be identified in Rhode Island, and Delaware which exhibit city/state characteristics and in rapidly developing communities like Tucson and Phoenix in which there is no clear demarcation between urban and suburban communities. Broward County appears to fit such a pattern. One would be hard pressed to define a downtown for Broward County and it would be equally difficult to define urban and suburban. Indeed if forced to a characterization one would have to state that the entire county is suburban in nature.

Because of this, the system which will be recommended in the following sections is largely a hybrid system designed to fit the factors and conditions of Broward County. In every particular, it will not precisely fit any one conception of a library system but will combine features of many systems into a unique creation.

D. Outlets for Services

If one could begin with zero point, the design of a library system, or any other service, would be a relatively easy task, but such is never the case. The present ideal solution is always constrained by prior decisions and such

is the case in Broward County.

The present libraries lie in two more or less north/south axis one near the coast and the other six miles inland. The present distribution of libraries developed to fit municipal rather than county-wide needs and additional outlets will be required to serve the entire population. The system envisaged in this report will require a multiplicity of small neighborhood outlets rather than a few large permanent outlets. Initially, the county should rent space wherever it is needed. Particular attention should be paid to areas which are now distant from existing libraries. Bookmobile service should also be utilized to serve two categories of need.

(1) New developments and communities which are not large enough to make branch library service feasible.

(2) Areas which contain concentrations of elderly or disadvantaged citizens who cannot easily reach fixed location outlets.

Chapter IV. Organizational Structure and Basic Recommendations

I. Governance

Throughout this report it has been recognized that library services in Broward County have developed as a result of citizen interest and support. Initially that interest took the form of citizen action at the local level leading to the establishment of community service in 16 communities. More recently citizen spirit and interest has been expressed through the work of groups and individuals supporting the development of a county-wide system. The new County Library System will not be able to attenuate itself to the needs, expectations, desires and interests of citizens in the county unless similar citizen support can be maintained.

In order to preserve this vital element two levels of citizen support and involvement in the county library system are recommended; one formal and the other informal but no less critical.

First, the County Commission should establish a County Library Advisory Board consisting of 5 members with staggered terms, one member to be appointed from each commission district. In making initial appointments the Commissioners should seek persons who are able to represent board interest groups in the community. Since the Library Advisory Board(the authors are not mindful that human nature being what it is, this group will inevitably be called the Broward Library Advisory Board, with the unfortunate acronym BLAB) will play a vital role in establishing the system, it is critical that the appointees be persons who are able and willing to give generous amounts of time. Further, since the County Library System is a new creation with a new constituency, broader than

any single community, it is recommended that the initial appointees be persons who are not closely linked with the existing libraries in the county.

Second, the Commission should urge the establishment of a much broader citizens group to be called, perhaps, the Friends of Library Service in Broward County. As a nucleus the library study group of the League of Women Voters, the Broward County Library Association, the library boards and friend's groups of the various libraries in the county should jointly organize this group. The role of such a group would be:

(1) to more broadly represent the needs of library service in the county.

(2) to assist the county library service through special projects.

(3) to provide an avenue for the expression of citizen interests and support of library service.

(4) to conduct programs of a cultural, artistic and historical nature related to library services.

Such a role would be entirely in keeping with the spirit characteristic of trustees and friends groups in the county and would ensure that the county library service will continue to have the citizen support, interest and advice which has been responsible for the progress made to date.

In terms of its place within the administrative structure of county government the County Library Service should report to the County Commissioners through the County Administrator as do other departments of county government. A proposed overall organizational structure is shown in figure 7.

In future years as the library service grows and develops it may be desirable to enlarge the Library Advisory Board to more than five members, but five are seen as a workable sized group for the establishment period and at no point should the Library Advisory Board be larger than nine members.

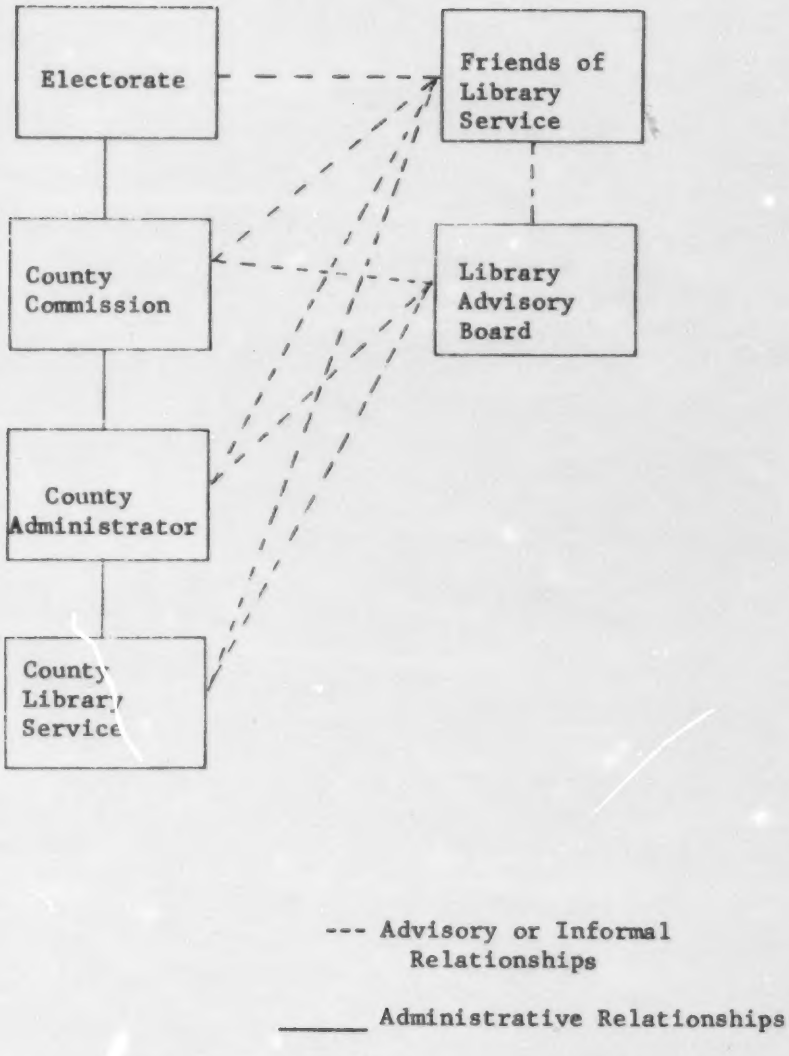

Figure 7. Organizational Structure

II. Operation of the System

Perhaps the most often asked question encountered by the Consultants was "How will the system operate?" It is a question which we delayed answering until the last possible moment, until all of the data pertinent to the study was collected and analyzed and until all of the interviews were concluded and reflected upon. The purpose of this delay was to avoid imposing a structure from without but rather to permit a pattern of operation to emerge from the particular circumstances of Broward County.

The pattern of operation proposed herein will not please everyone (indeed no single combination of services, resources and manpower could please everyone) and it may displease some greatly. It should be noted however, that the charge to the authors was to prepare a plan of operation which would meet the needs of the county, provide a sound mechanism for growth and development and which would build upon the existing strong points of library service in the county. Honest men may have honest differences about outcomes, but the authors have done their professional and intellectual best to fulfill this charge.

A. Patterns of Operation

The structure of the Library System which we believe will best meet the needs of Broward County will be composed of a large Central Information Facility (CIF) staffed with specialists in reference/information retrieval, acquisitions, processing, cataloging, and special services. The materials housed in this facility will be in-depth collections to support the foregoing functions.

The Central Information Facility will act as the central memory and support service for a series of small community or neighborhood outlets. These small outlets should be located geographically to serve 5-10,000 people with collections ranging from 10-20,000 units. The materials in these small outlets

will be designed to serve the general recreational and sociological needs of their respective communities as well as the very basic educational and informational needs. In-depth and special educational and informational services will be provided by the Central Information Facility via direct telephone, delivery service and staff specialists. All activities in the community outlets should be oriented towards public services with the outlets relying on the central facility to provide technical processing, inter-library loans, special materials, retrospective materials, information retrieval, bibliographic searches, and specialized services relating to children, discussion groups, community development, shut-ins, etc. Figure 8 graphically illustrates the type of structure that would result.

The community outlets would require relatively small staffs and physical facilities. Between 1500 and 2500 square feet of space would be sufficient. These community outlets should remain open between 50 and 60 hours per week. The staff would be expected to know their community extremely well and be able to predict the general recreational, sociological, informational and educational needs of their clientele. This information would be used to select recreational materials for the community library and recommend materials that should be available in the central collection. Materials include books, journals, newspapers, records, films, filmstrips, slides, audio-tapes, art reproductions, sculpture, games, etc.

The community outlets can be connected to the Central Information Facility via telephone, delivery vans, staff specialist, closed circuits T.V., data communication lines through electronic equipment, newsletters, staff meetings, a union list of holdings, and inter-personal communications between outlet staff members and central staff members. This multi-channel communications

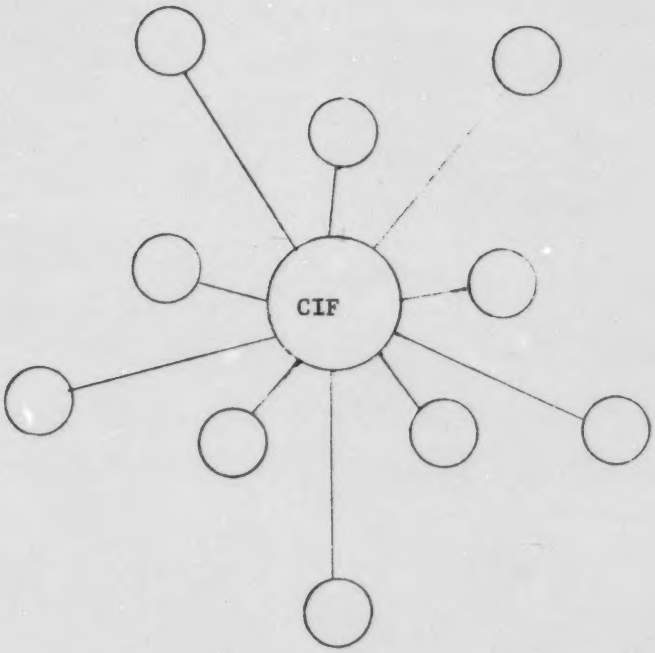

Figure 8. Pattern of Operation

network should provide complete and efficient library services to all citizens of Broward County at minimum cost. Not only can the community outlet top the resources of the Central Facility but any other outlet in Broward County, the state of Florida, or the entire United States.

This pattern of operation will function similar to a network with the individual outlets analogous to nodes in the network with the capability of deriving rapid, efficient and quality library services for their patrons from any other point in the network. The outlet staff member's primary responsibility is interpreting the needs of their users and knowing how to utilize the library system to satisfy user needs.

To provide a clear picture of how this system will operate consider these examples:

1) A patron wants to know the address of a business concern in Denver, Colorado. The outlet staff member picks up the phone that is directly connected to the Central Information Facility and makes this request of specialist who answers. The specialist quickly finds the information and relays the address to the staff member who records it and gives it to the patron.

2) A patron requests a copy of a book that is not at the outlet. The staff member calls the Central Information Facility and requests that book be located. The central staff specialist locates the book and notifies the outlet staff member of its availability and the earliest possible time that it can be delivered to the outlet or the patron via mail service. If the book is anywhere in the county system it can be delivered to the branch within four (4) hours. If the patron desires to go to the location where the book can be found, a hold is placed on the book until the patron arrives.

3) The outlet wants a series of children story hours for the youngsters in their community. The staff calls the children's specialist at the Central Information Facility and informs him/her of such a need. The children's specialist and the outlet staff plan and schedule the program. The children's specialist than conduct the program at the outlet at the scheduled times.

4) The president of a community organization needs materials to put on a program for members of the organization. A community program specialist from the Central Information Facility is contacted who works with the organization president in getting together information, films, slides, speakers, or any other resources required to satisfy this need.

5) A patron requests information about cable television which the outlet does not have. The outlet staff member calls the Central Facility and requests a package of information be assembled about cable T.V. The Central Information Facility assembles such a package and delivers it via a van delivery service to the outlet which subsequently notify the patron it is available.

6) A patron requests a film. The outlet staff member makes a request for its delivery from the Central Information Facility and it is delivered within four (4) hours.

This system should utilize modern technology to its fullest. Recordings should be made available on magnet tapes which require minimum storage and can be duplicated cheaply at high speeds. Back issues of magazines, and newspapers can be maintained on microfilm or microfische. These in combination with a reader/printer can provide rapid searching and hard copy for patrons at minimal cost. The possibility of a centralized circulation system under the

control of a computer system could provide invaluable information for the management and control of the system as well as convenient and flexible services to patrons. This would make a county-wide library card and borrowing priviledges feasible.

All technical services would be accomplished through the Central Information Facility. An outlet would select materials for their library and send the request to the CIF where the materials would be ordered, cataloged and processed. The outlet would receive their materials ready for shelving. At some time in the future the Library System may consider using a computer to produce a book catalog for each outlet as well as a union catalog for the entire system. Since the county already has a high quality computer system and support staff, this is a realistic alternative to the card catalog.

Thus, the pattern of operation stresses the elimination of clerical operations and specialized services at the outlets and relegates highly specialized and routine repetitive activities to the Central Information Facility. The staff members at outlets concentrate on determining user needs and translating these into services available either at the outlet or the Central Information Facility whose staff is composed of specialists on both the professional and sub-professional level. Their function is to support the outlets for whatever specialized recreational, informational, educational, or community services they need or demand.

This pattern of operation has the capability to reduce costs and provide high quality, effective library service to all residents of Broward County. Costs can be reduced in the following ways:

1) High volume orders get better discounts (more books for the buck).

2) Elimination of duplication of specialized reference and other esoteric materials for which there is frequent use.

3) Higher volumes of production by using techniques available in a centralized technical processing center with fewer personnel than required in a decentralized system.

4) Elimination of large capital expenditures on physical facilities.

Service will be more effective because such a pattern of operations provides:

1) Outlet staffs whose total responsibilities are user oriented and not technical services oriented.

2) Equality of service from the Central Information Facility in terms of reference/information retrieval, special services such as children's programs, films, recordings, etc.

3) Standardized and high quality cataloging, and book processing.

4) Equality of materials and services that meet the needs of a more homogeneous and smaller community.

5) Equality of physical facilities as the system develops.

6) Rapid, widespread and easy access to information.

7) Uniform standards for the quality of professional service to all patrons.

B. Central Services

The Central Information Facility will offer a number of other services which should be centralized for economy and efficiency.

1) Acquisitions, Cataloging and Processing

The activities involved in ordering materials, in cataloging them for users and in processing them for library use are among the few library activities which permit economies of scale. As noted earlier all of the

libraries report that these activities require substantial amounts of time and are problem areas. Initially and for several years it is recommended that the System utilize the service of the Book Processing Center operated by the Florida State Library. Advantages of this recommendation area as follows:

a) Initially the system will not have to recruit, train and quarter staff devoted to book cataloging and processing.

b) The cost per volume charged by the Processing center ($1.10) per volume) is well, under the cost for similar work done by individual library systems.

c) All available county library staff will be fully occupied in other, much more important, in terms of direct public service, tasks for several years.

After several years when the system is well established the benefits of establishing a local book processing and cataloging operation can be explored.

Book selection it should be noted, should not be centralized and the System should provide regular and frequent opportunities for staff members to examine materials and select those needed for the various outlets.

2) Book Ordering and general purchasing should be handled through a central office to facilitate purchasing and accounting procedures.

The consultants have been impressed with the data processing and computer facilities of the county government. As each aspect of the system is developed it should be designed so that eventual conversion to computerized systems will be easily possible . Acquisitions, cataloging, processing and circulation systems should be planned in close consultation with the County's Data Processing Department and a definite time table developed for conversion to automatic

data processing systems. It is not recommended that such steps be taken initially because the library system should have its policies and operating procedures in a well developed state before it attempts automated systems. It would be extremely helpful if the data processing department could assign a system analyst to work with the library system from the very beginning.

3) Delivery Service - A rapid and frequent delivery service is a keystore of the system proposed in this report. Library users should know that material and information requested at their nearest library outlet will be delivered there within a few hours. For this reason it is proposed that delivery service be provided to every outlet three times per day; morning, afternoon and evening. Fortunately, Broward County is small enough geographically that such a service is feasible at a reasonable cost.

4) Specialized Services - The system will be required to provide a number of specialized services as well as services to persons with special needs, e.g. blind and physically handicapped users. These specialized services should be handled largely through a single office although all of them should be available to users through their neighborhood service outlets.

In addition the system should provide service to special audiences. almost every user falls into a special audience of one kind or another but in Broward County special programming should be designed for children and young people and for the retired or semi-retired citizens.

For services to children there will need to be a Coordinator of Children's work and a staff of specialists who can work through all of the service outlets to plan programs, and select materials sepecially for children. This unit would also provide close liasion with the County schools. It should be restated that a basic premise in the design

of this system is that the school system will meet the basic school related information needs of children and the public library will provide for the personal, recreational and self-directed intellectual needs. The library unit planning special services to the elderly will also be concerned with materials and services to be provided through neighborhood outlets but will also work with a variety of other community groups and agencies to design and implement library-related or library-supported programs for older citizens. These programs might include lectures, discussion groups, film programs, music programs, interest clubs, and similar activities.

5) Community Services - Broward County, because of the nature of its population, its population density and a number of social, economic and political factors has a wide variety of community groups, organizations and activities. Most of these groups depend in one way or another upon information in order to make an effective contribution to community life. The Community Services department would provide a liasion between these groups and the county library system. In addition the Community Services department should have responsibility for providing information about library services to and programs to the community at large and to the special audiences within the community. This service will be highly developmental and will require neither a large nor diversified staff until the service program is well developed.

6) Bookmobiles - Due to the highly urban nature of the county, bookmobiles are not seen as a primary means of service over the long run. On an interim basis however, mobile units would be valuable to initiate services to new areas which do not have service and to test desirable locations for fixed service outlets. Bookmobiles could also provide

excellent service to nursing homes, retirement communities, large apartment and condominium complexes. Two bookmobiles are recommended initially. Both should be large capacity trailer type units. Larger units will permit relatively long stops in heavily populated areas. It should be anticipated that both units will receive heavy use and will have heavy circulation. They should therefore be designed to provide maximum throughput of people to provide working conditions which will enable staff to handle a large volume of users under pressure. Each unit should hold 5,000 volumes and they should be equipped for radio or telephone communication with the Central Information Facility.

Since the bookmobiles will represent a substantial capital outlay the operating schedule should provide for maximum utilization. The bookmobile schedule should extend into the early evening hours (later during daylight saving time) and should include Saturdays. Such utilization will require more than one crew for each bookmobile but the investment in staff time will be repaid in higher utilization. Properly scheduled and utilized bookmobiles should provide a lower per-unit-of-service-cost than fixed outlets, although the range of services which can be provided will necessarily be narrower.

C. Resources and Materials

Library staff and materials to supply users are seen as one of the most serious problems facing the new system. As has been shown earlier the resources of currently existing libraries are inadequate to meet reasonable standards for the current population currently being served. Assuming that most of the current libraries become units of the county system, the resources are woefully inadequate to serve the needs of the entire county. Regardless of the number of

libraries becoming a part of the system if the recommendations for new units and bookmobile service are to be carried out, and if existing libraries are to have collections of materials adequate to serve an enlarged population it is imperative that the County Library System begin a prompt and extensive program of resource acquisition. As a reasonable goal it is recommended that the system attempt to acquire approximately 100,000 items of library material per year for the next several years and that approximately $600,000 be budgeted for this purpose. In addition to printed material it is important that the system pay particular attention to the development of collections of non-print materials. These resources are either totally lacking or supplied at a negligible level by libraries. A central film service should be established which would make films available to community groups, organizations and to individuals. The Florida State Library is currently interested in the development of film resources on a statewide basis, and while there are as yet no concrete plans, activities in Broward County should be coordinated with those of the State Library or other nearby library systems to insure maximum utilization of these expensive resources.

In addition to film resources the System should plan for utilization of educational and cable-television networks. Presently the Broward County School Department has a very sophisticated educational television system operating on four-channels. The library system should make technical arrangements to ensure that all library outlets have the technical capability to receive these broadcasts and make them available to users. The library system and the school department should carefully explore the use of neighborhood library outlets to provide educational opportunities via television to adult citizens. It has been amply demonstrated that many adults who will not enroll in formal education

programs will use and benefit from such programs, if offered through a voluntary agency like the public library. While, initially this cooperation might be merely offering users the opportunity to view ETV programs in the neighborhood library, eventual efforts might extend to joint library/school programming to reach specialized audiences. The schools and the library should also explore the utilization of educational radio to reach blind, physically handicapped, ill and shut-in citizens who cannot physically visit either schools or libraries on a regular basis. Also modern recording equipment should be utilized to capture and retain for later playback other T.V. and radio programs.

7. Periodical resources - As indicated earlier most of the libraries because of space limitations have not been able to develop adequate collections of periodicals, yet these are often in demand for a variety of needs. As part of the Central Information Facility, the library system should centralize retrospective periodical collections and extend these collections by the purchase of microfilm. In addition the Central Information Facility should house a nearly complete collection of periodical indexes. These indexes plus micro photocopy machines would permit the delivery of periodical articles to users at any location in the system within a very few hours. Since the retrospective periodicals collection need be maintained at only one location the development of an adequate collection need not be a long nor a costly process.

8. Children's materials - The provision of children's materials is presently a very weak area. Few, if any, libraries have adequate collections of library materials for children. While collections of adult materials are also weak, the children's book collections are even weaker. It should also be pointed out that while adults do have other outlets, bookclubs, book stores, paperback book racks in many places, there are very few places in which a child can go to see a

carefully selected, clean, bright collection of materials selected for the purpose of delighting his eye and engaging his mind. In developing the book resources priority should be given to materials for children.

D. Administration

The library system should be established as a consolidated administrative unit within county government and should have sole responsibility and authority for the provision of library services to the citizens of the County. Existing library units should be offered every opportunity and encouragement to become a part of the county library system. Staff members of existing libraries should become county employees under equitable conditions to be described in the following section. Existing library materials, equipment and buildings should be leased to the county on a no-cost basis so long as these materials, equipment and buildings are used to provide library services. For its part the County should agree:

(1) to assume responsibility from the various cities for all operating costs of library services in the county

(2) to protect the rights, status and benefits of all library employees

(3) to use all materials, equipment and buildings for library purposes only, to keep them in repair, and to return all buildings and fixed equipment to the various owners in good repair, normal wear and tear excepted, if and when they are no longer needed for library purposes. In addition the county should agree to retain the local name and identity of all local libraries which may become part of the county library system.

It is recognized that some localities may because of purely local concerns wish to continue to operate library services apart from the County Library System. The County should, of course, respect such decisions. On the other

hand, having accepted responsibility for library service to the people, the county cannot permit the growth and development of the county library service to be limited by local or parochial viewpoints. If, over the long run, situations which appear to represent duplicate or competing library services develop, the county must bear in mind that its responsibility is to the entire population and it must plan and develop a program of library service which meets that responsibility irrespective of individual local decisions. Hopefully, such situations will be few and of short duration.

It should be recognized that existing libraries will not fit precisely into the general system proposed in this report. A few of the libraries are larger than those contemplated in this report, most are very much smaller and poorly organized and housed. Existing libraries which are larger than the neighborhood outlets proposed in this plan will need to serve larger populations than those which are described for neighborhood units. Those library units which are smaller than the neighborhood proposed can be enlarged by additions to collections and staff. In some cases enlargement will also require relocation of the library to other quarters. Certainly in the foreseeable future no library unit should suffer from a dearth of users and all elements of the system will be hard-put to satisfy the demands of users. No library system with strength and vitality springs fully matured from the pages of any report nor solely from the implementing decisions of governmental bodies. The Broward County Library system will be evolving over the next 5-10 years and its final form will depend much less upon this report than upon the cooperative efforts of all who are involved.

E. Personnel for the System

At the outset it should be recognized that at present Broward County,

understandably, does not have a personnel structure, nor established personnel policies, pay scales, job classifications and the like for library personnel. Quite demonstrably the county does have the machinery, through its Personnel Department, for establishing such a personnel structure. For that reason these recommendations will be general in nature, designed to suggest a frame-work for moving ahead with specific details to be developed. Recommendations will appear under three general headings: (1) General Policies and Principles (2) Personnel of Existing Libraries Joining the System and (3) New Positions.

(1) General Personnel Principles and Policies

a. The County Personnel Department in consultation with the County Library Director should establish a basic table of authorized positions for the library system. It should be recognized that in the formative years of the system, the personnel structure must necessarily be more flexible, informal and imprecise than is probably the case in the longer established departments of the county.

b. Working from the table of positions, job descriptions, a position classification scheme and a salary scale should be developed. The salary scale should be comparable wherever possible to the existing pay structure in the county government, but it most also be remembered that many library staff members, especially professional staff, will have greater amounts of professional academic training and experience than most county employees. Also, many non-professional library positions are not directly analogous to other non-professional positions in government, therefore, each position must be carefully defined and analyzed.

It should also be remembered that for the most part library positions will be new positions which initially must be analyzed and described without incumbents. Therefore a close cooperative working relationship between the Personnel Department and the library system will be required over a span of time. There will necessarily be adjustments and reclassifications and no one should be

surprised at this.

In establishing pay scales it should be noted that library employees will, in many instances, work evenings and Saturdays and Sundays and compensation for such hours should be provided either within the pay scale or as overtime or shift differential. Preferably the latter so that employees will be aware that they are being compensated for unusual hours.

c. Policies relating to sick leave, annual leave etc., should be the same for library employees as other county employees and library employees should receive the same fringe benefits as are provided to other county employees.

d. Library employees should have the same rights and privileges as other employees and be subject to the same provisions relating to transfer, discipline, demotion and dismissal as other employees. Likewise, library employees should be subject to the same employee performance evaluation system as other employees.

It is assumed that the above aspects of public personnel administration are operable in county government although they were not individually investigated.

(2) Personnel of Existing Libraries

It is assumed that the existing libraries which become part of the County Library System will do so directly and personnel will transfer from municipal employment to county employment. There is understandably much apprehension about this point on the part of library staff members and the following recommendations are guidelines designed to assure fair and equitable treatment to all and to insure that the status, rights, income and benefits of all employees are protected.

a. All employees of existing libraries should be offered employment with status, rights and compensation at least at the level held at the time of transfer to county employment. (It is anticipated that in most cases, establishment of the pay scale recommended above will result in higher compensation than is now the

case for most library employees).

b. Personnel transferring to County employment should have credit for earned annual leave, accumulated sick leave and the like credited to their county personnel records.

c. Transfers should be scheduled and coordinated to insure that employees will have continuous coverage under hospitilization, life, social security and other forms of insurance. Where County insurance programs require waiting periods for benefits, for example maternity benefits, waivers of these waiting periods should be arranged for transferring employees.

d. Retirement programs present a somewhat different problem than do other types of fringe benefits because both length and continuity of service are critical factors. As noted earlier most current employees are young (only 22 of 98 over 50); most have short tenure in their current position (only 3 of 30 professionals and 5 of 68 non-professionals have 10 years or more tenure) and only 7 libraries employing 84 staff members have a retirement plan. Only persons who are older, long-tenured and work under a retirement plan could be adversely affected by transfer to county employment. Thus it can easily be seen that only a relative handful of employees could possibly be adversely affected. For this small group it is recommended that the individual cases be a matter of mutually satisfactory agreement between the city involved, the employee and the county. In similar situations in other locations it has been possible to agree that the employee would come under which ever retirement system would provide him the greatest benefit. If this is the city system then the County and the City would agree that for retirement purposes only that individual employee would continue to be treated as a city employee and the county would reimburse the city for the employer's share of the retirement benefit.

In all matters relating to benefits, working conditions and salaries , it is

recommended that Dade County Resolution #30838 adopted May 20, 1959 which was designed to resolve the problem of employees transferring from City to County employment be followed as a general guideline. Obviously once the transfer process is completed these employees will be county employees in full and will have the same rights, benefits and responsibilities as all other employees. Such a transition will not occur over night and a smooth transition will require time, training and patience on the part of all. It is recommended that the County Personnel Department plan two levels of training for these new employees. One a general orientation to County employment designed to answer the most pressing and immediate questions, and the second a longer-term more in-depth exploration of the County's personnel program and policies.

(3) New Personnel

The establishment of a new county-wide system will require the establishment of a number of positions and titles not now existing. While this discussion is separated from the previous discussion on existing personnel it should not be assumed that two completely separate categories are foreseen. There are in the County a number of trained, experienced and qualified personnel . To the extent that these persons can be utilized in the positions described below the County will gain greatly from their considerable knowledge of the local scene.

At this point it is necessary to introduce a proposed initial organization chart for the County library system. As provided in the proposal for this study, this organization is seen as basic for the initial two years of operation of the system. The proposed organization chart is shown in figure 9.

It is beyond the scope of this study and at this point in time would be a meaningless effort to attempt to spell out an organization chart in greater detail. In general, the functional titles are self-explanatory but additional discussion may serve to clarify the intended roles.

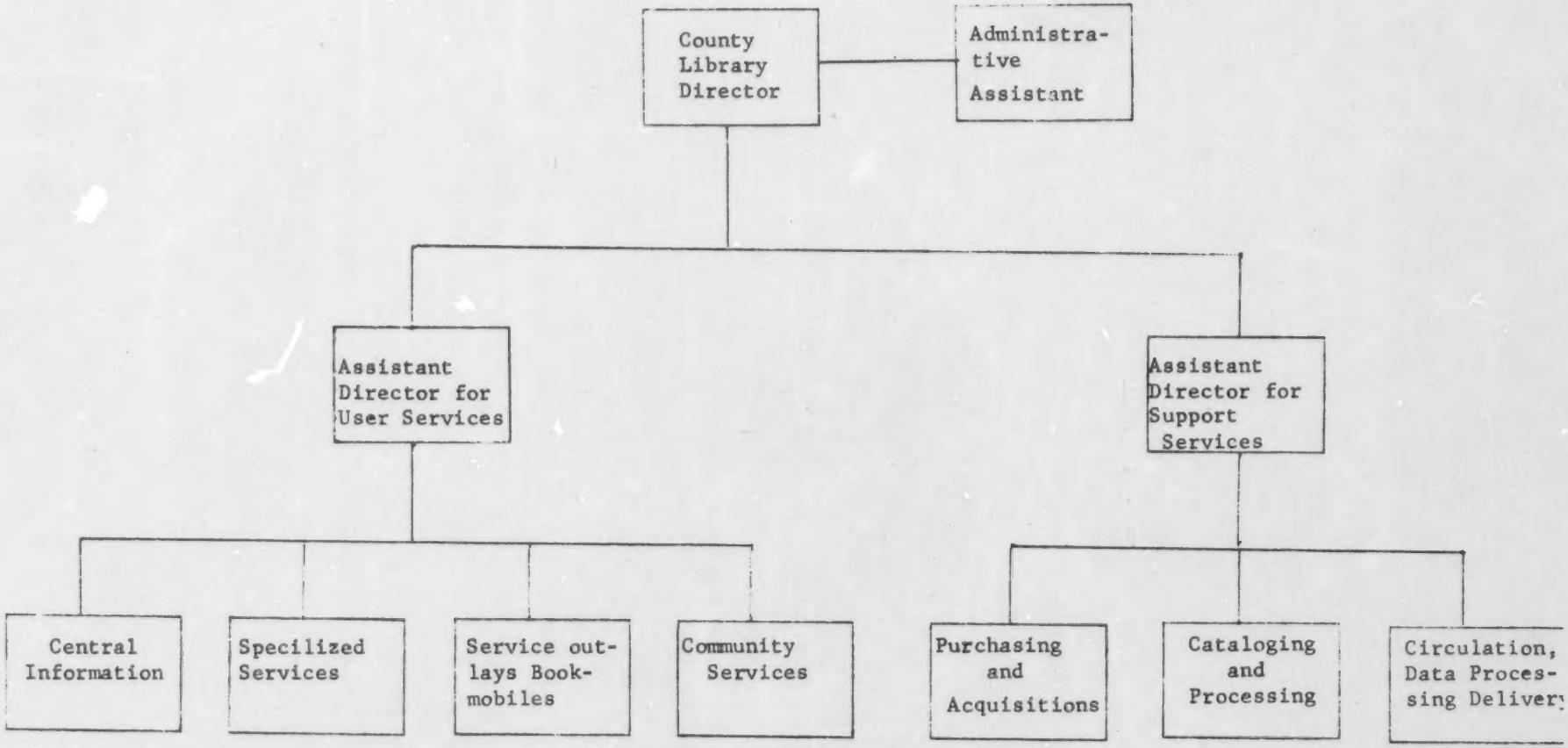

Figure 9. Proposed Library Organization Chart

a. Administrative Assistant to the County Library Director would provide support primarily in the areas of personnel planning and budgeting. The County has staff expertise in these areas and the Administrative Assistant would provide liasion between the appropriate County departments and the Library Director's office on a day to day operational basis.

b. Assistant Director for User Services would carry out responsibility for planning and direction of these activities which involve the user and the library in direct contacts. The Central Information Facility described earlier would be a developmental function which would add necessary staff overtime. The neighborhood service outlets and bookmobiles department would need to come into existence early and would provide for coordination of existing library services and the establishment of new service outlets as needed.

c. The Community Services Department has been described earlier in some detail. This too, would be a developmental function and initially would require only a department head and limited support staff to begin the planning and development of a program.

d. Specialized Services Department would in time contain a number of staff specialists. Initially the department should be established with a department head who would plan and coordinate services to the elderly and to blind and physically handicapped persons and an additional specialist who would function for the system in planning, coordinating and executing programs for children within the system. Each of these functions would need to add staff as the program of services develops.

e. Assistant Director for Support Services would plan and coordinate the subsystems relating to purchasing, acquisitions, cataloging and processing of materials, the delivery system to all service outlets, the central services in connection with loan and retrieval of materials and the data processing and

duplication services of the system. This position should be filled as early in the system's development as possible because many of the services recommended will depend upon the activities coming under direction of this Assistant Director for their development and implementation. The department identified in the Support Services area will also need to be established early. Initially it will be possible to combine several departments under a single head, for example, purchasing and acquisitions can be combined and depending upon the services available from the County Purchasing Department many function quite well without further sub-division indefinitely. Similarly Cataloging and Processing are seen as a single department administratively although in time there may need to be some further delegation for efficiency. If the recommendation to utilize the State Library Book Processing Center is followed this department will not need to be large and will require only a few personnel for local record keeping and coordinating records between service units and the Book Processing Center. If at a later time the County wishes to establish its own centralized book processing and cataloging operation the staff will need to be greatly enlarged and functionally differentiated. Initially Circulation, Data Processing, Duplication and Delivery activities can be combined in a single department, but after the initial year or so it will probably be necessary to differentiate these functions into separate departments.

No effort is made in this report to delineate staffing requirements below the department head level. It is clear from the program described that there will be requirements for neighborhood service outlet staff, for bookmobile staff, for delivery van drivers, for secretaries and clerks and typists and a variety of other supportive and technical staff.

F. Financing the System

1) A system of the size and complexity required to serve a large urbanized area like Broward County will require substantial support. The decision of the County Commission to establish the system at the level of $4.00 per capita expenditure insures that the system will be able to offer a program which while not luxurious will not be adversely austere. In short, the proposed level of expenditures is seen as adequate to accomplish the objectives identified but sufficiently frugal as to satisfy all but the most skeptical critics.

Assuming an operating budget of $3,000,000 a reasonable breakdown in terms of major expenditure categories would be as follows:

Personnel	$1,500,000
Materials Acquisition	600,000
Rental of Space	240,000
Bookmobile Operations	156,000
Materials Processing	00,000
Office Equipment, library equipment and related operating capital outlay	150,000
General Operating Expenditures (including operating supplies, Insurance, travel, data processing, printing delivery etc.)	254,000
Total	3,000,000

A discussion of each of these major expenditure categories indicating the basis for these estimates follows:

1. Personnel

As indicated earlier to meet American Library Association standards for personnel Broward County would require approximately 360 employees. Presently there are 113. Assuming that 360 represents a goal which the system should reach

in the fullness of its maturity, a lower figure should be taken as a beginning point. Across the nation libraries commonly expend 60-75% of their budgets for personnel. Such a percentage also seems unreasonably high for a new library system. It is recommended that initially the system aim to provide 200 library personnel. This would be an increase of 87 employees of 77% over the present level. Assuming an average salary cost of $7,500.00 the personnel costs would be $1,500,000 approximately 50% of the total budget.

2. Materials Acquisition

Earlier it was indicated that the system should acquire approximately 100,000 units of information material per year at an estimated unit cost of $6.00. This unit cost figure is lower than the average cost of many library materials but allowance has been made for coverage of the complete range of materials including free and inexpensive materials.

3. Rental of Space

This figure is perhaps the most difficult to estimate. Space costs are dependent upon the number of units, rented, the size of each rental and primarily the location. Space in large mall type shopping centers will obviously be much more costly than equal space in smaller centers or commercial buildings. The figure cited here is based upon the rental of 20 neighborhood outlets at an average rental of $1,000.00 per month each. Some space may be available at a lower cost and some higher. It should be noted that in the long-run the amount devoted to rental should decline as the system develops county-owned facilities. This reduction, however, will be more than offset by increased capital outlay costs.

4. Bookmobile Operations

Costs of bookmobile operations include operating costs, maintenance costs, insurance and amortization of the equipment. Except for fixed costs of

depreciation and insurance, the cost of bookmobile operation is directly related to the amount of use. For the purposes of this study the utilization of two bookmobiles for fifty hours per week each was assumed. An estimated hourly operating costs of $30.00 per hour was utilized. This figure is slightly higher than hourly estimates in other areas but a number of factors indicate higher operating costs in Broward County than in many other areas. Among these factors are; greater population and traffic density; greater utilization of air-conditioning; greater deterioration due to sand and salt-air.

It is realized that county governments customarily do not utilize amortization funds for capital equipment. Bookmobiles, however, represent a heavy capital cost, approximately $50,000 each, with a fairly short replacement life, 8-12 years. It is therefore recommended that the county utilize a depreciation fund. Amortizing the bookmobiles at about 12% per year.

5. Materials Processing

The amount recommended assumes that the system will utilize the State Library Book Processing Center as recommended. If at a later time a local processing center is established this category can be eliminated. Of course, a local center would have to be able to operate at about the same unit-cost level to provide a cost advantage to the county.

6. Office Equipment and Library Equipment

This category is simply estimated at 5% of the total budget. It is assumed that initial operating capital outlay costs relating to establishing the system headquarters will be paid from the 1973-74 budget before the system is fully operational. If this does not occur a larger amount will be required for this category.

7. General Operating Expenses

This category is the most difficult to estimate. Insurance costs will depend upon the county's fiscal policies in this area.

It is recommended that the buildings housing existing libraries which the county will lease from municipalities be insured. For the contents and equipment the county should investigate the cost of commercial insurance over the cost of self-insurance.

Since the bookmobiles have a greater liability to loss and damage than fixed locations, each should be insured for replacement of the units and its contents.

Costs for public liability insurance will depend upon county policies with respect to such coverage, as will costs for fidelity bonding of employees.

Library supplies will initially require higher than normal outlay. This will be especially true if the system provides, as it should, a single borrower's card to be used in all outlets. The system should provide for central purchasing and warehousing of library and office supplies. This will provide economy in purchasing and will also save space in the local outlets. With frequent delivery service, local outlets can requisition supplies as needed.

Printing costs will also be higher in the initial years of the system. Printing will be needed for forms and records. The system will also need to print many interpretative and explanatory pieces to provide information about the system.

G. Physical Facilities

As noted earlier physical facilities are perhaps the most serious problem facing the system. Most of the existing physical plant is inadequate in size and not well located. Over the long run the county cannot avoid fixed capital outlay expenditures. It is recommended that no such expenditures be undertaken on a short-term or piece basis. Rather, the county should take a longer term view, extending perhaps over a 5 year period. A reasonable timetable would provide the following:

1974-76 - Development of the County Planning Department of a long-range master plan of physical facilities for the library system.

1976-77 - Development of a funding proposal for physical facilities. The proposal would probably combine funding from current operating outlay, federal and state grants and a general obligation bond issue.

1978-79 - Initial construction under the long term program. It is recognized by the consultants that the delay imposed by the development of a long-range plan will aggravate an already serious space problem. However, the costs of land and construction are high and the county should not commit the heavy expenditures required except pursuant to a sound long-range plan. If the timetable outlined above can be reasonably accelerated there is every reason to do so.

Since the voters will likely be asked to approve some, probably a large portion, of the funding required it is necessary that the library system have an opportunity to provide a demonstration of its value to citizens before they are asked to approve construction funds.

1. Neighborhood outlets

A major part of the services of the system will be provided through neighborhood outlets located in shopping centers, commercial areas and other places with high traffic volume. Since the county will not have long-term commitments to these rented facilities it is recommended that initial priority be given to establishing these facilities in areas not presently served by existing libraries.

A report such as this cannot pinpoint specific sites for neighborhood facilities. The consultants have, however, given attention to apparent gaps in the existing coverage of libraries. For the most part these gaps are discernable by comparing population density maps, maps of existing educational facilities and the county long-range traffic plan and measuring distances from existing

libraries. The following general areas are seen as prime targets for opening neighborhood service outlets. These are not listed in terms of priority.

a. In the modern part of the City of Fort Lauderdale between the present Pompano Beach and Fort Lauderdale central libraries.

b. In the city of Dania.

c. Between Dania and the Fort Lauderdale central library in the vicinity of U.S. 1.

d. Between the present Hollywood and Pembroke Pines libraries.

e. In the city of Pembroke Park.

f. In the city of Miramar west of the present location.

g. West of the Sunshine Parkway near Davie Boulevard either slightly north or south of S.R. 84.

h. In the geographical center of the city of Sunrise.

i. In the city of Lauderhill.

j. In the north-western portion of the city of Fort Lauderdale.

k. In a location to serve both Tamarac and N. Lauderdale.

l. Between Coconut Creek and Pompano designed to serve the western portion of Pompano and the unincorporated area just outside the western city limits of Pompano. Cooperation with the County School Department in the Program currertly being operated from the former high school in this area might well fill the need for service in the area.

2. Portable Libraries

As a means of initiating service rapidly in some of the areas outlined above the county should consider the utilization of portable libraries. These self-contained units similar to portable school classrooms can be placed on a more or less permanent basis but still moved to another location as the need might demand. Such portable units can provide 1,000-1,500 square feet of

air conditioned/heated space at a very reasonable cost. The units could be quickly built by local manufacturers at a minimum cost.

3. Bookmobiles

The two bookmobiles described earlier should both be of the trailer type and should have a capacity of 5,000 volumes. The bookmobiles should be air-conditioned and should have their own generators, although at longer more permanent stops it should be possible to arrange for plug-in electrical service. Bookmobiles of the size recommended will cost approximately $35,000 each and trailers will cost approximately $10,000 each. The bookmobiles would have an effective life of approximately 12 years.

4. Central Information Facility

In this report much reliance is placed upon the development of a Central Information Facility. None of the existing libraries is seen as adequate to house such a facility. The Fort Lauderdale library, the largest in the county, can only be seen as a neighborhood outlet serving a large population north of the downtown Fort Lauderdale area.

As an interim measure the county should rent space to house the CIF. Primary consideration should be given to adequate amounts of space, large amounts of parking and facilities for shipping, receiving and bookmobile operations. If adequate rental space is not available a steel warehouse type building can be constructed a minimum cost. Prime factors in locating such a facility are access from major highways. A location north of S.R. 484, south of Commercial Avenue and between 1-95 and U.S. 441 is suggested.

Chapter V. Summary of Recommendation

The following list of recommendations are those that are considered most important. A full treatment of these recommendations and many others can be found in the text.

1. Goals of the County Library System should be:
   a. County will assume responsibility for providing library service to all citizens of Broward County.
   b. Library Service will be equal to all citizens.
   c. County will provide a full range of library services of high quality.
2. Existing municipal and non-profit libraries and their personnel should receive every possible encouragement to become a part of the county system on a fair and equitable basis, but the county must plan, develop and implement a library program which meets its responsibilities irrespective of local decisions.
3. All facilities, equipment and materials purchased with county funds should remain the property of the county and under their control.
4. Long-term capital outlays should be delayed until a long-range plan of physical facilities is developed by the County Planning Department.
5. The county should ensure local communities and library board members that local library facilities which become a part of the county system will retain their local names and identity and that adequate and ample methods will be available to reflect local concerns and needs in the policies and operation of the county library system.
6. The priorities of services should reflect the following ranking needs: (1) Recreation, (2) Education (3) Information Retrieval/Reference, (4) Problem Solving (5) Community Development.

7. A five member County Library Advisory Board should be appointed by the County Commissioners.
8. The Commissioners should urge the establishment of a more broadly representative citizens group similar to the "Friends of the Library."
9. The structure of the County Library System should include a large Central Information Facility staffed with specialist and housing specialized materials that provide support services to small neighbor outlets that are concerned primarily with public services. The development of a highly efficient and effective communications and materials delivery system will allow this structure to provide high quality library service at minimum cost. Neighbor outlets would contain 10-20,000 pieces of material of high frequence usage. They should be located so as to serve 5-10,000 people.
10. Acquisitions, cataloging and processing of materials should be accomplished through the Florida State Library's Book Processing Center since this represents high quality and standardized technical processing at minimum cost.
11. All purchasing should be handled through a centralized office for purchasing and accounting.
12. Modern technology should be utilized at every point where it will provide timely, accurate and effective service at a reasonable cost.
13. All specialized services such as children's service, program planning, community service AV services, etc., should be handled from the Central Facility.
14. Two bookmobiles capable of housing 5,000 pieces of material and equipped with radio or telephone communication should be operated 50 hours per week.
15. The system should attempt to acquire 100,000 items per year for the next several years. This includes print and non-print materials.
16. The Central Information Facility should develop an in-depth and retrospective collection for information retrieval, education and community development.

17. The County Personnel Department in consultation with the County Library Director should develop a basic table of authorized positions, job descriptions, classification scheme and salary scale for county library employees. In addition policies regarding sick leaves, annual leave, and rights and benefits must be congruent with other county employees.
18. Personnel in existing libraries who desire to enter the system must be given individualized, fair and equitable treatment with respect to tenure, cumulated sick and annual leave, retirement, etc. Dade County Resolution #30838, adopted May 20, 1969 is recommended as a guide for resolving transference of employees.
19. The county should initially increase the personnel in the library system from 113 to 200 staff members.
20. All staff members of the County Library System should be county employees.

Appendix A

(Questionnaire)

BROWARD COUNTY LIBRARY STUDY

Public Library Questionnaire

1. Name of the Library. _____

2. Address of the Library. _____

3. Library Telephone Number. _____

4. Name of the person in charge of the Library _____

5. Hours the Library is normally open for service

	Winter		SUMMER	
	Opens	Closes	Opens	Closes
MONDAY				
TUESDAY				
WEDNESDAY				
THRUSDAY				
FRIDAY				
SATURSDAY				
SUNDAY				

The Library is open _____hours per week (Use total for longest typical week)

6. How is the Library governed? (check one)

   a. Function of City Government _____

   b. Non-profit corporation _____

   c. Service provided by a community organization _____

   d. Other basis (please desrribe) _____

7. Is there a library board? Yes _____ No _____. Who appoints the board? _____

How many members are there on the board _____ .

What is the length of their term of office _____.

8. LIBRARY STAFF

A. Total number of paid library staff (exclude janitors and student assistants _____.

B. How many of these staff members are full-time _____ (Count as full-time persons who normally work atleast 30 hours per week). How many are part-time _____.

C. In the following tables provide data only for full-time staff (those who normally work atleast 30 hours per week) and show a staff member only under his highest level of training.

TABLE 1

LEVEL OF TRAINING	NUMBER OF STAFF
Graduate Degrees in Library Science	
College Graduate With Some Graduate Training	
College Graduate With College Level Library Training	
College Graduate	
Some College Training	
Less Than High School Graduation	

8d. Benefits

Does the staff receive paid vacation? Yes _____ No _____

If yes, what is the length of vacation for professional staff in working days per year _____, for non-professional staff _____.

Does the staff receive paid sick leave? Yes _____ No _____

If yes, how many days are earned each year _____. How many days may be accumulated _____.

Does the staff participate in a health insurance program? Yes _____ No _____. Are the premiums paid by, the staff members only _____ the library only _____, both the staff members and the library share in the cost _____.

With what company is the health insurance carried _____ _____.

What is the extent of coverage: Normal medical/surgical _____
Major Medical _____
Other _____

Does the staff participate in a retirement program other than Social Security? Yes _____ No _____.

If yes, how many staff members participate? _____

Are contributions made by both the library and the employee? _____. By the Library only? _____, by the employee only? _____.

Is the retirement program a public employee program? _____, or carried by an Insurance Co.? _____. If carried by an insurance Company please name the Company. _____.

What is the minimum number of years an employee may participate and still receive a pension at retirement age? _____.

What is the normal retirement age? _____.

What is the age distribution of the full-time staff? _____

AGE	NUMBER OF STAFF
20 or under	
21-25	
26-30	
31-35	
36-40	
41-45	
46-50	
51-55	
56-60	

9. FINANCIAL

A. Sources of Income

List the amounts of income received by the library in the current budget year from the following sources:

City Government $_____

Fees Charged to Users _____

Fines for Overdue Books _____

Contributions From Clubs and Organizations _____

Wills and Bequests _____

Gifts _____

State and/or Federal Grants _____

Other Sources (please identify) _____

Total Anticipated Income _____

The fiscal year of the library is from _____ to _____
(month) (month)

ANNUAL SALARY	NUMBER OF FULL-TIME STAFF RECEIVING
Less than $3,000	
3,000-4,999	
5,000-6,999	
7,000-9,999	
10,000-11,999	
12,000-14,999	
15,000 and over	

YEARS OF EXPERIENCE IN THIS LIBRARY

NUMBER OF FULL-TIME STAFF WITH:

	PROFESSIONAL	NON-PROFESSIONAL
Less Than 1 Year		
1-2 Years		
3-4 Years		
5-6 Years		
7-9 Years		
10 Years and Over		

B. BUDGET

List the amount currently budgeted for the following purposes:

Salaries of Library Staff $_____

Salaries for Janitors and Maintenance Staff _____

Purchase of Books and other Library Material _____

Binding and Microforms _____

Furniture and Equipment _____

Library supplies, postage, office supplies, etc. _____

Travel _____

Rental of Buildings _____

Total Budget _____

If available please include a copy of the current budget.

Also please include a copy of the most recent annual report of the librarian.

10. How many registered Library users do you have? _____.

11. What percent of the potential user population would you estimate use the library? _____. (Potential refers to all who your services are available to)

12. What percent of actual library users would you estimate fall in the following age categories. (Actual refers to those who use your services)

Age	Percent
0-6	
7-12	
13-18	
19-24	
25-30	
31-36	
37-42	
43 and over	
TOTAL	100%

13. What percent of your adult users (18 years and over) would you estimate Are:

Retired	_____%
*Professional Workers	_____%
Housewives	_____%
Skilled Non-Professionals	_____%
Unskilled Workers	_____%
College Students	_____%

*Professional includes doctors, lawyers, teachers, engineers, businessmen, etc.

14. Would you characterize the potential user community as:

a) homogeneous
b) heterogeneous

15. Are there any individuals or groups of individuals in the community whose library needs are given a higher priority than others?

a) Yes

B) No

— If your answer was "yes" who are these individuals or groups of individuals?

1) _____

2) _____

3) _____

4) _____

5) _____

16. Are the majority of users of the library willing to support library services by giving money and/or time?

a) Yes

b) No

Comments: _____

_____

_____

17. Have users ever asked for specific library services?

a) Yes

b) No

—If "yes" please give some examples:

1) _____

2) _____

3) _____

4) _____

18. Are library services provided to meet all user needs?

a) Yes

b) No

—If "no" please explain

_____

_____

_____

_____

19. What library services do you estimate users tend to utilize most frequently? Please list in order of frequency of use.

1) _____

2) _____

3) _____

4) _____

5) _____

20. What library services do you estimate users tend to use most infrequently? Please list in order of infrequent use.

1) _____

2) _____

3) _____

4) _____

5) _____

21. What library services do you feel your users really need but that you are unable to provide?

1) _____

2) _____

3) _____

4) _____

5) _____

22. How would you characterize the people in the community you serve?

23. How many books did you loan last year? _____ Other Materials? _____.

24. What are the major employment sources for the people in your community?

1) _____ 4) _____ 7) _____

2) _____ 5) _____ 8) _____

3) _____ 6) _____ 9) _____

10) _____

25) Is your library readily accessible by all members in the community?

a) Yes

b) No

— If "no" please explain

_____

_____

_____

26) What percent of your community would you estimate have:

1) A college education _____%

2) A high school education _____%

3) Less than a high school education _____%

27) What percent of your community population would you estimate to be:

1) Upper class _____%

2) Middle class _____%

3) Lower class _____%

28) Have you ever done a community study?

a) Yes

b) No

29. What community activities take place in your Library not related to typical library functions?

a) None

b) Please List

1) _____

2) _____

3) _____

4) _____

30. Do you use volunteers in your library?

a) Yes

b) No

31. What services do you offer outside of the library building e.g. Bookmobile, delivery services to shut-ins, etc.?

1) _____

2) _____

3) _____

4) _____

32. Does your Library maintain any special collections, e.g. Florida History, Seminole Indians, etc.

a) Yes

b) No

—If "yes" please identify

1) _____

2) _____

3) _____

4) _____

5) _____

33. How many books did you buy:

a) This year _____

b) Last year _____

34) How many new periodicals did you subscribe to:

a) This year _____

b) Last year _____

35) What types of special materials do you acquire e.g., material for the blind, foreign language materials, material for the deaf, materials for the mentally retarded, etc.

1) _____

2) _____

3) _____

4) _____

5) _____

36. Approximately what percent of your collection falls into the following categories.

Category	Percent
Children Fiction	
Young Adult Fiction	
Adult Fiction	
Children non-fiction	
Adult non-fiction	
Reference	

37. In what areas do you feel your collection needs strengthening?

1) _____

2) _____

3) _____

4) _____

5) _____

38) Would you please send a floor plan of your library? A rough sketch will suffice indicating space and labeling areas of use.

39) Are there adequate parking facilities at or near your library?

a) Yes

b) No

40) Is there a public transportation system that is available to a majority of individuals in your community?

41) How old is your library building? _____

42) What are your most critical needs in terms of physical facilities? Please list in order of importance.

1) _____

2) _____

3) _____

4) _____

5) _____

43) What other libraries do you depend upon to supplement your own resources?

1) _____

2) _____

3) _____

4) _____

5) _____

44) Please list in order of frequency those libraries from whom you borrow materials for your users.

1) _____

2) _____

3) _____

4) _____

5) _____

45) How many times do you estimate you used inter-library loans in the past year? _____.

46) What classification system do you use?

a) Dewey Decimal

b) Library of Congress

c) Other— please specify

47) Do you use Library of Congress catalog cards?

a) Yes

b) No

48) Do you use other cataloging services?

a) Yes

b) No

—If "yes" please identify them

49) What percent of your cataloging do you estimate is original?

50) Do you belong to a formal inter-library loan or reference network? e.g. TWX, etc.

a) Yes

b) No

— If "yes" please identify

51) Please list the library functions in the order that they consume your resources (money, manpower, time, etc.). Please list the one that consur the most resources first, etc.

1) _____

2) _____

3) _____

4) _____

5) _____

6) _____

7) _____

8) _____

9) _____

10) _____

52) How many reference questions would you estimate your library answers on an average day? _____

53) How is book selection done?

54) Do you use a jobber for purchasing materials?

a) Yes

b) No

—If "yes" please list the jobber(s)

55) Would you please rank each of the following in terms of the library's importance to its users?

_____ Recreation

_____ Education

_____ Problem solving

_____ Information retrieval

_____ Community development

Please return the questionnaire and enclosures to:

F. Williams Summers
College of Librarianship
Davis College
University of South Carolina
Columbia, South Carolina 29208

Appendix B

Broward County, Florida-1990

BEST COPY AVAILABLE

BROWARD COUNTY, FLORIDA 1990

Census Tract	Tourist Population	Resident Population	Residential Dwelling Units	Labor Force	Total Employment	NET Residential Acres
101	5030	9010	5200	2605	2708	493
102	1025	4390	2210	1690	1935	254
103	3955	24240	10110	9050	4644	1110
104	5700	29040	14100	9840	8389	1457
105	1060	7250	2650	2910	1764	633
106	3670	19950	8510	7415	5591	936
107	1785	12300	4390	4945	4079	585
108	1020	6330	3060	2145	3457	464
109	1315	5980	2890	2135	1268	311
110	4820	3470	3530	475	716	138
201	1935	9990	4770	3365	4217	529
202	5180	30050	12830	11340	5531	1776
203	7710	44490	19340	16460	13805	2259
204	5245	29360	13130	11355	4671	1642
205	1895	12360	4720	4895	1656	660
301	810	4610	2030	1545	791	341
302	1655	8600	3750	3045	8191	475
303	1880	9820	4660	3560	2645	464
304	1640	13410	4100	5170	2337	453
305	1375	8720	3440	3190	3535	343
306	1400	10100	3480	3775	1902	411
307	2730	16740	6780	6750	3292	789
308	2405	8380	5770	2085	7642	242
309	2645	12800	5760	4725	2996	728
310	2080	7020	3870	2295	4109	294
311	1705	6240	3150	2095	2303	347
312	13900	12740	11450	3090	2640	409
401	3225	4240	3150	820	977	231
402	3215	12450	6080	4825	7168	629
403	1050	4520	1930	1780	5441	201
404	2150	5110	3000	1420	4000	287
405	12740	9920	3520	1910	2717	229
406	3170	7410	3940	2575	5231	515
407	5555	6310	3570	1870	5071	300
408	1285	7390	3200	2715	1341	347
409	1190	8730	2970	3525	1067	496
410	500	4260	1250	1640	1810	146
411	710	5990	1800	2305	943	194
412	580	5470	1450	2105	1676	157
413	920	9020	2500	3465	1701	400
414	750	4300	1290	1655	1901	121
415	780	4950	1570	1905	2015	116
416	970	4940	1920	1895	2966	180
417	830	3130	1430	1060	2190	142
418	2715	6220	4260	1335	1794	299
419	1935	3460	1040	665	4373	161
420	1960	3790	1870	1100	328	349
421	8205	2970	3540	575	2860	67

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422	3730	3770	2870	810	1088	242
423	1675	5170	2970	1730	10050	241
424	705	2670	1430	905	2983	134
425	820	710	350	135	4323	5
426	2000	5020	2020	1615	2811	256
427	940	5150	2320	1830	986	269
428	1220	7510	3030	2820	2055	371
429	845	6340	2110	2550	657	355
430	1345	9420	3120	3740	2338	445
431	565	4560	1650	1830	838	320
432	1005	3460	1490	1330	1594	165
433	1610	7000	3260	2405	6734	378
501	-765	5910	1930	2375	1117	232
502	3645	18290	9010	6590	10159	842
503	4025	21580	9770	7850	7953	1089
504	815	5400	2010	2175	1019	255
505	1180	6540	2920	2475	2282	370
506	1665	7430	3090	2605	4190	387
507	1140	7080	2810	2775	4330	291
508	825	7020	2050	2335	2050	211
509	940	5420	2360	2545	1273	274
510	1145	5570	2300	2000	1775	278
601	9085	36280	20050	12175	7201	1559
602	3415	19390	8330	7525	2726	1042
603	4190	24670	10250	9260	2190	440
604	1325	10420	4510	3790	3722	339
605	1900	9190	4580	3105	4133	547
606	3080	17700	7630	6855	5405	528
607	560	4230	1400	1655	985	466
608	1535	9880	3610	3900	5678	575
609	655	5900	1640	2385	477	465
610	3455	18440	8450	6870	4189	886
611	840	6400	2100	2560	878	273
701	2130	12340	4770	4835	4440	615
702	6260	27910	13550	10240	9707	3884
703	1170	6710	2900	2650	4072	1681
704	2280	13040	5640	5010	1795	1664
705	1470	9230	3640	3520	941	855
706	1490	10420	3690	4195	2436	1000
801	3500	9980	5210	3395	8731	442
802	345	2040	860	760	3280	88
803	1055	4350	2140	1460	3453	186
804	2600	15010	6450	5710	1750	781
805	1485	11260	3760	4370	2447	374
901	12690	14320	9750	3650	8871	389
902	1940	6680	3330	2265	571	346
903	2370	7400	4400	2220	3625	315
904	2110	10690	5260	4010	2171	624
905	2115	12400	5130	4830	2432	650
906	1535	14880	4330	6005	1199	503
907	1055	6610	2650	2480	2241	340
908	1110	7590	2770	2990	1767	390
909	760	6080	1910	2360	3040	366
910	810	5210	1950	2095	1790	356

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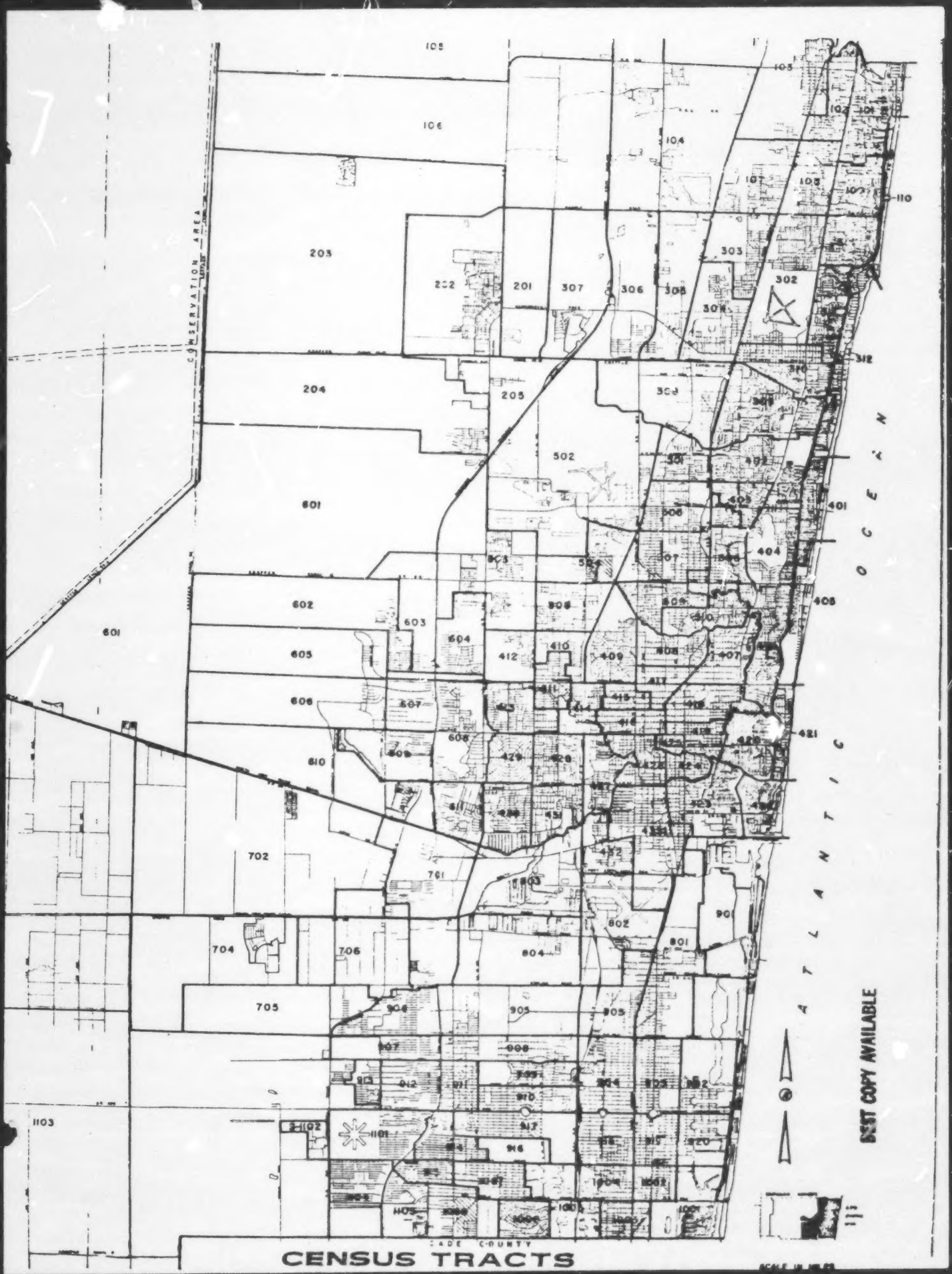
1	1490	6370	3060	2160	1392	275
2	1180	9920	2930	3990	1114	442
3	420	3940	1210	1590	318	194
4	905	6000	2260	2365	3776	261
5	610	4290	1600	1685	435	225
6	840	2850	2060	550	281	69
7	1400	8200	3520	2955	2535	444
8	1240	7190	3120	2665	2153	464
9	3380	6590	4070	1820	2674	329
0	1780	4250	2750	1155	293	273
1	11590	18550	14400	3565	6897	292
2	2210	5320	3780	1020	1886	176
3	1180	4660	2260	1775	877	213
4	1295	9300	3220	3570	1661	210
5	1380	6400	3370	2165	1683	266
6	685	5640	1700	2270	661	289
7	890	7360	2250	2825	974	293
8	950	6350	2370	2560	2634	351
1	810	7130	2000	2880	1354	330
2	--	1480	--	600	1497	--
3	10200	58160	24480	21905	11910	3823
4	1755	12150	4360	4900	930	615
5	950	6460	2380	2600	854	323
1	--	--	--	--	--	--
al	303,000	1,230,000	557,700	441,750	394,200	64,685

Appendix C

Broward County Population by Census Tract



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Appendix D

Libraries Responding to Questionnaire

Questionnaire Respondents

1. Fort Lauderdale Public
2. Plantation
3. Hallandale
4. Lauderdale Lakes
5. Oakland Park
6. Lighthouse Point
7. Pembroke Pines
8. Margate
9. Coral Springs
10. Hollywood
11. Pompano Beach

Appendix E

Persons Interviewed

Persons Interviewed

Kate Chiang - Coral Springs

Dr. Ralph Morgan - Coral Springs

Ms. Annie MacDonald - Deerfield Beach

Mr. R.E. Lamb - Deerfield Beach

Mr. Al DeCaprio - Fort Lauderdale

Mr. Alan Becker - Hallandale

Ms. Peggy Ryder - Hollywood

Ms. Mary Sayers - Lauderdale Lakes

Ms. Bertha Epstein - Lauderdale Lakes

Ms. Evelyne Scofield - Lighthouse Point

Ms. Elayne Solien - Lighthouse Point

Ms. Catherine Young - Margate

Ms. Irene Kennedy - Miramar

Ms. Rita Bordeaux - Oakland Park

Ms. Sue Rubin - Pembroke Pines

Ms. Virginia Spann - Plantation

Mr. Frank Trenery - Pompano Beach

Mr. Andrew Schmidt - Sunrise

Ms. Mary Schmidt - Wilton Manors

Mr. Grady Drake - Broward County Community College

Mr. James Williams - Broward County Data Processing Department

Ms. Francis Hatfield - County School System

Ms. Janis Mink - County Area Planning Commission